

VOLUME 22 NUMBER 3 | FALL 2017

# URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

## GOVERNANCE & RISK MANAGEMENT

**GOVERNANCE & RISK MANAGEMENT**

**ANALYSIS**  
change dangers coverage dimensions transparent

**PROCESS**  
transpar

**ASSESS**  
environmental dimensions

**RISK**  
avoid index

**MANAGEMENT**  
security environmental dimensions

**STANDARDS**  
human factor

**CONTROL**  
probability

**EVALUATE**  
uncertainty events

**RESOURCE**  
profit legal responsive

**IDENTIFY**  
systematic practical cost

**STRATEGY**  
optimize data

**eliminate**  
stakeholders design subrogation

**DETERMINE**  
external mapping

**transfer**  
control hazards dynamic triggers internal

**prevention**  
scope review index

**share**  
frequency scenario

**REDUCE**  
assets

**OUTSOURCE**  
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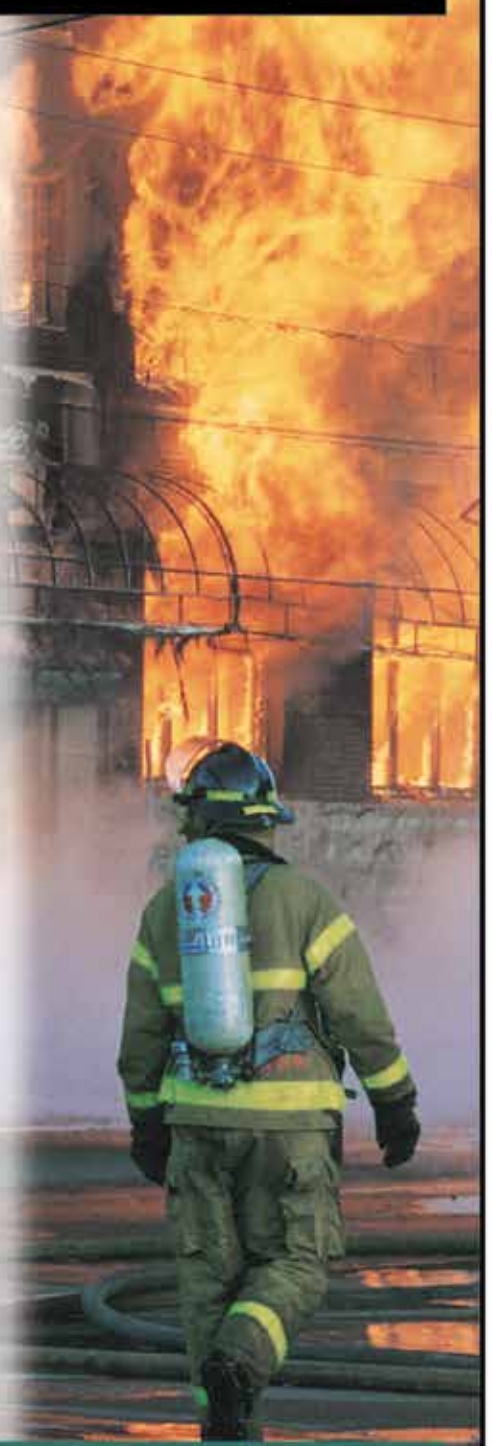
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VOLUME 22 NUMBER 3 | FALL 2017

# URBAN Voice

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

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## BUILDING CAPACITY VITAL FOR GOOD GOVERNANCE

Councillor Gordon Barnhart, President

Nearly a year after the 2016 municipal elections, this fall is a good time to reflect on the importance of good governance in Saskatchewan's hometowns. Municipal legislation grants our councils the power to govern and our administration the power to manage, and makes us responsible to have open governance with fair rules and clear procedures. It might sound simple enough, but by now we all recognize that there is a lot to learn about local governments and good governance.

SUMA members run complex operations, with many and varied responsibilities, so building capacity is a vital part of good governance. With capacity building as one of SUMA's core functions, we have tailor-made professional development opportunities, tools, information, and contacts to help you build knowledge and make the most of resources through cooperation.

There are many training opportunities available to you as a SUMA member, and we encourage you to take in whatever professional development opportunities you can.



On January 1st, SAMA implemented the 2017 Revaluation which saw property values in the province updated in relation to the January 1, 2015 base date.

SAMA is currently working with municipalities to resolve inquiries and appeals that have arisen from the revaluation.

The Agency is also looking ahead to the fall, when maintenance work for 2018 will begin. The timely delivery of maintenance will be a major priority for the Agency moving forward.

For more information on SAMA or Saskatchewan's assessment system please visit our website at [www.sama.sk.ca](http://www.sama.sk.ca).

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

The Municipal Leadership Development Program (MLDP) offers a series of one-day modules just for municipal leaders in Saskatchewan. Page 14 has details on upcoming modules from MLDP, and SUMA offered the Municipal Leaders' Roles and Responsibilities module last fall after municipal elections.

Last year, we also partnered with Southeast College to provide Municipal Management Essentials training. While much of it is geared to administration, feedback has already shown that there is lots of good content for council members too. The article on page 16 has more information on this training, which is available at various locations around Saskatchewan.

In June, we offered the first webinar in our SUMA Fundamentals series, *The Municipalities Act 101*. We look forward to more entries in the series, especially since members can take in the training from the comfort of their own office — no need to travel or stay overnight!

Plans for sessions at Convention 2018 are already underway, and governance is always a hot topic. So far we are looking at sessions on effective council meetings, regional cooperation, and open and transparent government. We are also hoping to bring back the open forum session, which was a wildly popular chance to ask questions at Convention 2016.

There is also a wealth of information available on the SUMA website.

Under the Resources tab, you can find:

- presentations from past SUMA conventions, regional meetings and sector meetings;
- the Elected Officials Handbook, which is a great overview on many aspects of municipal governance; and
- an archive of past editions of *Urban Voice*, with each fall issue focused on governance and risk management.

You can also find tools on the website to help you work with neighbouring municipalities. I strongly encourage you to reach out, and find ways to work together. Municipalities can help each other on many fronts, from governance through to water treatment.

The paper on Inter-Municipal Collaboration in Recreation is a fantastic tool available through SUMA, as is the archive of information from the Municipal Capacity Development Program. The MCDP helped municipalities work together, and though they no longer operate, their website remains as an archive of success stories and resources you can use. Check [www.suma.org/tools](http://www.suma.org/tools) to get started. ■

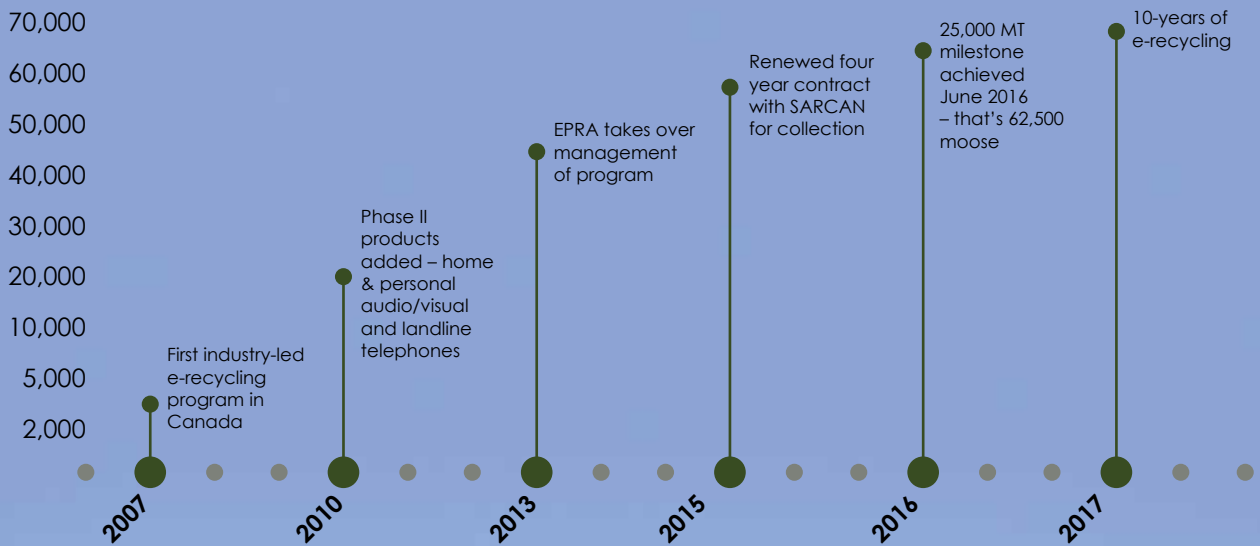




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## A FEW LAST THOUGHTS

Laurent Mougeot, Chief Executive Officer

As I near the conclusion of a 40-year career of serving local governments, my last *Urban Voice* column offers commentaries and observations on the state of the municipal sector. Much has changed since my first assignments with local advisory councils in Northern Saskatchewan.

**Population shift** - As a member of the boomer generation, and having conducted a significant amount of demographic research, I always saw a strong correlation between natural population increases and the economy. Today, birth rates no longer drive population growth; migration is now the main factor when forecasting future population. Recent demographic models even suggest that by the end of the next decade, attracting immigrants will be the core strategy to keep communities viable.

Effectively, municipalities will need to compete on the national scene and attract immigrants just to maintain their current population levels. How will your community stand out as a destination point for those seeking opportunities for their families?

**Public finances** - Until 20 years ago, much of our public infrastructure and municipal projects were co-funded with significant contributions from senior orders of government. In the early 1970s, as much as 80 per cent

of capital funding came from federal and provincial programs.

Today, local governments are providing the great majority of these costs, in addition to new downloaded responsibilities. Does your municipality have a game plan to fund the replacement or upgrades for the water plant, or the arena, or the community centre? Expect asset management to become a critical component of your annual budget.

**Municipal 'basket'** - The list of core municipal services got much longer since the late 70s! Property taxes essentially funded services to properties – houses and businesses. Recreation associations, church groups, and schools offered much of the leisure and sport programming.

Today's expectations and regulations put new pressures on municipal budgets: expanded recreation activities, major regional infrastructure projects, housing complexes, recycling programs, library services, public transit, policing, social support programs, health and education investments, and economic development are now standard line items on municipal budgets. Yet, for the most part, revenues still come from the same property tax base. How much more stretching can the property tax dollar take?

**Municipal invoices** - While it's true municipalities rely mostly on the property tax base to finance operations, some municipalities have become more proactive. Services that can be measured have been restructured as utility operations with more of a consumer-pay model approach. Admission fees to swimming pools, arenas and other leisure programs are getting closer to cost recovery. Water consumption now determines water bills, as most hometowns have dropped the flat-fee model. Expect this practice to expand as we move towards full asset management strategies. Also expect other consumption-based services to be tagged to these water bills.

**Small hometowns are getting smaller** - Consumer patterns and corporate interests have created significant challenges for smaller communities. We all remember the days of vibrant railroad avenues and main streets. Grain elevators, restaurants and cafes, general stores and McLeod's drew people from rural areas.

Over the years, market areas expanded as people travelled to larger centres to stretch their shopping dollar and enjoy enhanced choices. They overlooked how this would affect their hometown's ability to thrive. Financial institutions and Crown corporations, grain elevators, and schools followed suit out of these hometowns. Their futures were forever changed.

Many hometowns no longer have the capacity to attract businesses or people. The 2016 census reported historical high population growth for Saskatchewan, yet 97 hometowns (22 per cent) saw their population drop more than 10 per cent over 10 years.

**Regional services** - Population shifts are also affecting municipal capacity. Hence, more than 200 Saskatchewan local governments now share municipal offices. These joint arrangements may vary in nature;

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however most participating councils share their senior management teams. Also, there are numerous formal agreements to share waste management systems, water distribution, fire suppression, and road maintenance. A little-known fact: since 1984, 68 hometowns have amalgamated with rural municipalities, although most officials call those “reversions.”

**The shared economy** – This is a new trend with the potential to have a big effect on mid-sized communities. Online transactions are convenient, and offer many options at competitive pricing. These benefits are not without their impact on the local economy and social fabric of our communities. Expect fewer storefront retail operators, less commercial property assessment (i.e., taxes) and a limited ability for local councils to regulate land uses (home-based operations).

**Water** - With more than five provincial agencies engaged in water management, one would expect water supply should not be at risk. Well, things have not changed much in the past 40 years: illegal drainage, backfilling sloughs, ag products leaching into aquifers, and watershed protection are very much at the same state they were in the mid-1970s. Last year’s North Saskatchewan River oil spill should have been a wakeup call for everyone, but instead, the memory of that nightmare is quickly fading. Water can make or break this province and we need to pay more attention. Did someone mention climate change?

**Roads** - With three per cent of Canada’s population, Saskatchewan is host to almost 24 per cent of the nation’s road network (including all streets and highways). Even with larger farms, fewer people living in rural areas and larger farm equipment, Saskatchewan continues to add to its inventory every year. Meanwhile, little progress has been made in connecting northern communities and natural resources to southern markets. And yes, we continue to insist that roads be built in a straight line, as they were originally surveyed – even if it means building five culverts/bridges within a two-mile stretch!

**Technology** - I wrote my first zoning bylaw amendment on a Commodore Vic-20. My letter announcing my retirement was typed on my cell phone!

It has been a pleasure serving the sector! ■

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## SUMA'S 2017-21 STRATEGIC PLAN

Tiffany Wolf, Communications Advisor — SUMA

After every municipal election, once the full Board is in place, SUMA creates a strategic plan for the term. It is our guiding star, setting the priorities for our work on behalf of members and within the Association. The strategic plan is a critical part of SUMA's governance. This high-level view of our work helps us be sure we are moving in the right direction in all our work.

In the 2017-21 SUMA Strategic Plan, we reiterated our core functions, tweaked our mission, vision and values, and set out five strategic priorities. This plan was crafted in close consultation with our Board and senior management, and we are excited to share it with members.

The plan is available on the Who We Are page on our website ([www.suma.org/about](http://www.suma.org/about)), along with other information on our governance. We encourage you to review the full plan, but here are some highlights.

### OUR STRATEGIC PRIORITIES

#### **Strategic Priority: Building Organizational Capacity**

Objective: Increase our ability to grow and prosper.

#### **Strategic Priority: Strengthening SUMA's Voice**

Objective: Every elected official in Saskatchewan knows who SUMA is, and values what we do.

#### **Strategic Priority: Building the SUMA Brand**

Objective: Increase the visibility and elevate SUMA's influence.

#### **Strategic Priority: Engaging SUMA's Members**

Objective: Provide relevant services to members.

#### **Strategic Priority: Enhancing SUMA's Governance**

Objective: Develop the most effective and efficient governance structure for SUMA.

We encourage all our members to build strategic planning into your governance process, to help guide your work and keep you on track. If you are looking for some outside help to build your strategic plan, check out the Professional Services Directory on our website, which includes Management Consultants and Strategic Planners. ■

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## Get recognized for going the extra mile in your municipality!

Award-winning municipalities will be celebrated at the SARM midterm convention in November 2017, and the SUMA convention in February 2018.

Nominations for the 11<sup>th</sup> Annual Saskatchewan Municipal Awards close  
**Friday, September 8 at 4:00 p.m.**

### Who can apply?

- ✦ Urban and rural municipalities
- ✦ Municipal council, administration and/or staff

### Why should we apply?

- ✦ Provincial exposure
- ✦ Recognition from peers
- ✦ Share best practices
- ✦ Market your community with a promotional video provided to award winners
- ✦ Celebrate your accomplishment by displaying the awards plaque in your office



### What types of projects receive awards?

- ✦ Awards presented to the top three initiatives showing innovation and betterment for the municipality in any area, including environment, heritage, leadership, recreation, and more!
- ✦ An additional award profiles a regional co-operation project, given to a group of municipalities working together.

### How can I apply?

- ✦ Nominations open **Wednesday, June 7, 2017.**
- ✦ Visit [www.municipalawards.ca](http://www.municipalawards.ca) to get full details and a nomination form.
- ✦ Deadline for nominations is **Friday, September 8, 2017.**



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# MUNICIPAL LEADERSHIP DEVELOPMENT PROGRAM: STRONG GOVERNANCE, STRONG MUNICIPALITIES

Ashley Leugner — Program Administrator, MLDP

Have you ever heard the Lays potato chip slogan, “Betcha can’t eat just one”? This slogan always comes to mind after speaking with someone who has completed their first Municipal Leadership Development (MLDP) module. Clearly we are not eating these modules, we are taking them, so more appropriately “Betcha can’t take just one.” Once people take their first module, they have to take them all.

It only takes one module for municipal leaders to realize there is a slew of information available through these courses that will strengthen their roles in local government. Local government plays an important role in our daily lives — not only the ones holding a seat at the table, but the general public as well. An educated local government is a strong local government. I challenge you to try to take just one MLDP course: Educate yourself; strengthen your government, community and the province.

The program initially launched in 2003 and is a partnership between SARM, SUMA, RMAA, UMAAS, New North, and the Ministry of Government Relations. The modules and course materials have since evolved to meet the current needs of our municipal leaders and staff.

The MLDP’s overall goal is to strengthen local government through education. It addresses issues and challenges facing municipal officials at the local level through these offered by request in the fall and twice in the winter (the day before the SUMA and SARM conventions).

## Asset Management for Municipalities

*Check the MLDP website for fall dates and locations*

*February 3 and March 13, 2018: DoubleTree by Hilton, Regina.*

New for 2017! This module will give participants an overview of asset management to equip them with the knowledge required to start their asset management journey. Enhance your understanding of asset management. Topics for the module will include asset

types; the role of municipal council and administration in developing an asset management plan; cost-effective management strategies; assessing asset condition; level of service and its effect on assets; public engagement; and leveraging your asset management plan in funding applications.

## Strategic and Financial Planning for Municipalities

*November 22, 2017: Borden*

*November 29, 2017: Esterhazy*

*February 3 and March 13, 2018:*

*DoubleTree by Hilton, Regina*

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

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

## Municipal Economic Development Fundamentals

*November 20, 2017: Battleford*

*November 23, 2017: Kyle*

*February 3 and March 13, 2018:*

*DoubleTree by Hilton, Regina*

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

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

## Human Resources in the Municipal Workplace

*November 27, 2017: Lampman*

*November 30, 2017: Preeceville*

*February 3 and March 13, 2018:*

*DoubleTree by Hilton, Regina*

This highly interactive session gives participants an overview of the labour market, council and administration’s role in human resources, and the legislative framework around it. You’ll also learn how

to deal with conflict, more about the hiring and dismissal processes, the importance of orientation and motivation, and how to manage performance.

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

## Public Relations and Communications for Municipalities

*November 22, 2017: Borden*

*November 29, 2017: Esterhazy*

*February 3 and March 13, 2018:*

*DoubleTree by Hilton, Regina*

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

**“Best class so far!”**

## Community and Land-Use Planning

*November 21, 2017: Cupar*

*November 28, 2017: Shaunavon*

*February 3 and March 13, 2018:*

*DoubleTree by Hilton, Regina*

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.”**

## Municipal Leaders’ Roles and Responsibilities

This module is geared toward newly elected officials, but useful even to experienced administrators and 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.

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, you won't regret it! We hope to see you at an MLDP module soon. ■

Local government plays an important role in our daily lives — not only the ones holding a seat at the table, but the general public as well. An educated local government is a strong local government. I challenge you to try to take just one MLDP course: Educate yourself; strengthen your government, community and the province.



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## HIGHLY TRAINED PEOPLE KEY TO RISK MITIGATION

Jeff Richards — VP Strategic Development, Southeast College

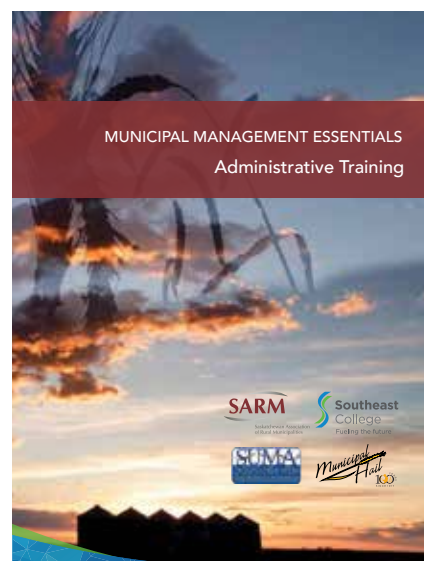
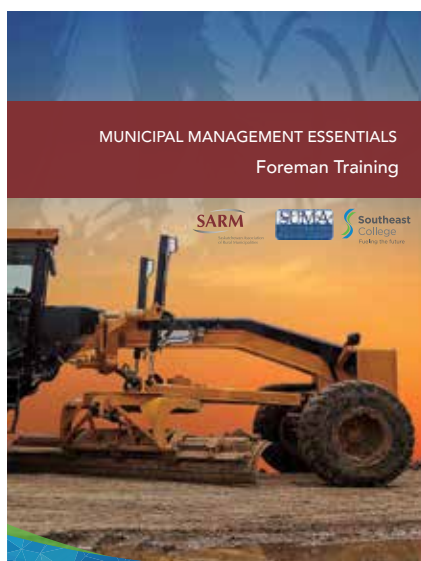
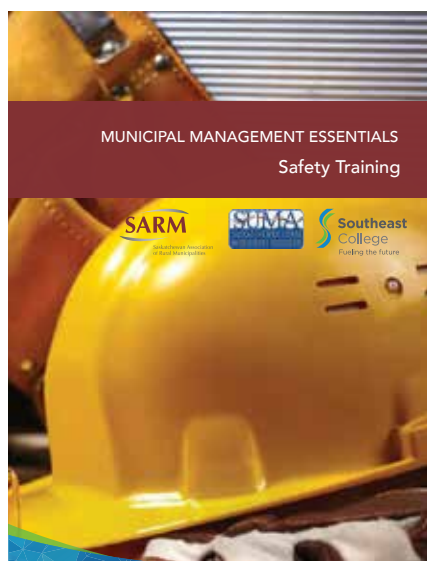
As the world of municipal government — and governance — continues to evolve, so does the need for an increased focus on enterprise risk management.

Without a doubt, when council is looking at their risk/heat map, one of the areas that requires attention is always personnel. This is for a couple reasons:

1. Keeping good people is critical for success and succession planning.
2. Municipal staffs need high levels of training to ensure ratepayer satisfaction and regulatory compliance.

To help cities, towns, and villages meet these goals, SUMA partnered with Southeast College to develop a Municipal Management Essentials (MME) training program. Different from the Municipal Leadership Development Program (MLDP), which focuses on responsibilities and concepts, the Management Essentials program focuses on building the employees skills and capacity. The Management Essentials program has a stream of training for administrative staff and another for foremen.

The challenges facing our employees today are much different than they were even 15 years ago.



### Foreman Training Stream

Supervisory Skills  
Being a Safety Leader

### Administrative Training Stream

Conducting Effective Meetings  
Presentation Skills  
Leadership Skills  
Communicating Effectively  
Time Management and  
Organizational Skills  
Assertiveness for Personal and  
Business Success  
Basic Business Law  
Marketing for Managers  
Customer Relations  
Accounting and Finance for  
Non-Accountants  
Negotiation Skills  
Problem Solving and Decision Making  
Communicating Effectively  
Conflict Management

Each stream of training contains nine modules totaling 112 hours of training. Once someone completes their first 35 hours of training, they receive a SUMA – Southeast College Level I Certificate. After 70 hours, they receive a Level II Certificate, and once they have completed all 112 hours, they receive Level III Certification.

These are essential skills to today's workplace. The challenges facing our employees today are much different than they were even 15 years ago. We ask much more of our employees today, and that is why investing in them is critical.

Beyond building a better team to serve residents, having a structured training system in place also helps municipalities develop and retain quality people. Municipalities now have the ability to help their employees achieve milestones, which can be linked to salary negotiations or promotions.

Please take this opportunity to elevate you and your municipality to the next level. More information on this exciting new initiative can be found at [www.suma.org/events](http://www.suma.org/events) or [www.southeastcollege.org/courses/municipal-management-essentials](http://www.southeastcollege.org/courses/municipal-management-essentials). ■



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## LEGAL SERVICES VOICE ENFORCING THE CODE: ENSURING FAIR TREATMENT AND PENALTIES

Steven Dribnenki — Policy and Legal Advisor, SUMA

The vast majority of council members serve residents of their municipality with honour and are respectful to municipal staff. Some, unfortunately, cross the line and engage in disrespectful language or actions, bullying, and harassment.

Council members have a unique position within a municipality. They are not employees and cannot individually direct municipal staff, but still have a position of authority. If council members were harassing staff or breaching council duties, it was unclear what penalties, reprimands or sanctions — if any — could be put in place. Municipal legislation also provided limited powers to sanction members through court applications (such as disqualifying a member for improperly dealing with a conflict of interest), but gave no guidance on harassment or bullying.

This changed in 2016 with the new requirement of a mandatory municipal code of ethics bylaw. Municipal legislation requires code bylaws to contain processes for dealing with ethics contraventions (see, for example, section 93.1(5)(c) of *The Municipalities Act*).

While the Ministry of Government Relations created a draft code of ethics bylaw which contains a sample process for complaints and hearings, and the Ombudsman has jurisdiction to hear certain code of ethics complaints, there is case law (and a recent municipal decision) prior to the amendments that can help councils ensure any processes they initiate are fair and the sanction matches the offence.

### Lessons from the Past

In *Skakun v Prince George (City)*, 2011 BCSC 1796, the court held that municipalities could regulate misconduct of a council member

short of disqualification. There, the member breached his duty by leaking a confidential report to the media. The court stated that a council could deal with misconduct by censure in serious situations, and emphasized the importance of procedural fairness and ensuring that notice, investigation, and hearings were fair. This included setting a time to hear the member's response to allegations, with council withdrawing to discuss and reach consensus, and returning to council chambers to give reasons explaining the decision.

In *Eberle v Boxall*, 2006 SKPC 93, the court dismissed a council member's claim against a reeve after the council member had sanctions imposed on him, including not being allowed to move motions between April and November 2005. The court noted that the sanctions were time-limited, and even while they were in place, he could still vote and participate in council discussions, as other members made motions on his behalf.

Perhaps the most instructive case is *Schmeiser v Bruno (Town)*, 2004 SKQB 207. There, the court found that the town had too greatly impaired a council member from carrying out his council duties and offered guidance on how to resolve issues.

To fully understand the decision, a bit of history is necessary. In 1996, before the member was elected, he was the subject of an Occupational Health and Safety (OHS) investigation for his treatment of municipal staff. Following its investigation, OHS served the Town a Notice of Contravention directing council to pass a resolution prohibiting him from attending the town office. After his election in 2003, the town attempted to require



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the member to attend meetings solely by telephone. The court struck this down as overstepping municipal powers.

The court, however, did outline a process to deal with member harassment or misconduct.

It noted the chair can expel any attendee at a town council meeting for improper conduct (see, for instance, section 119(3) of *The Municipalities Act*), and allowed this to be used to expel council members engaging in misconduct. The court also stated that if the member made unnecessary or unreasonable demands or bullied town staff, a staff member could submit a written complaint to the mayor. Upon receipt, the mayor would, as soon as practicable, call a council meeting to deal with the complaint within the powers allowed by municipal legislation.

More recently, while not a court decision, a 2014 municipal investigation found a Saskatoon council member leaked contents of a confidential document to a member of the public. As a penalty, the council voted to restrict the council member from receiving electronic copies of confidential reports for one year. The member had access to printed copies of confidential documents in the city clerk's office prior to meetings.

#### Putting Together Principles

From these decisions, certain principles emerge in upholding decorum and responding to complaints.

During a meeting, the chair can remove a council member engaging in improper conduct. For issues outside meetings (or

arising at multiple meetings), there should be a municipal official (such as the mayor or the administrator) who receives complaints of code contraventions. Given municipal requirements to protect confidential information under *The Local Freedom of Information and Protection of Privacy Act*, measures are needed to protect the information relating to the complaint. Any council member facing allegations of code of ethics contraventions is also entitled to fair notice, a fair investigation, and a fair hearing. Ideally, reasons for the decision should be given.

Any penalty, reprimand, or sanctions should be limited to the most serious situations. If it is determined that any are required, they should be carefully crafted to not unduly affect the member's ability to carry out council duties, match the contravention, and be time limited. Quite often, an apology and commitment to respectful conduct may be sufficient. In other cases, censure may be appropriate, or educational training. Sanctions affecting duties — such as taking away committee responsibilities — should be done rarely, reserved for multiple or major offences.

Above all else, code enforcement procedures should be used sparingly for significant cases, such as confidentiality breaches, ethics violations, and harassment or bullying of staff members. In most cases, the first step should be council discussing issues with a view to resolution. Great care should be taken to determine if and when the process is warranted, avoiding abuse of process or any political or personal advantage. This way, all of council can emerge from a tough situation stronger and united. ■



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# OVERVIEW OF MUNICIPAL COMPLAINTS TO THE OMBUDSMAN IN 2016

Ombudsman Saskatchewan

In 2016, the first full year of Ombudsman Saskatchewan taking municipal sector complaints, the Ombudsman received 506 complaints about municipalities. Municipal complaints now make up about 15 per cent of all the complaints made to us.

## Municipal Complaints to the Ombudsman in 2016

Cities	114
Towns	94
Villages	82
Resort Villages	35
Rural Municipalities	156
Northern Municipalities	18
Other/Not Disclosed	7
<b>TOTAL</b>	<b>506</b>

We take complaints about municipalities under *The Cities Act*, *The Municipalities Act*, or *The Northern Municipalities Act, 2010*, including complaints about municipal councils, council committees, controlled corporations and other bodies established by a council. We also take complaints about the actions and decisions of council members, including complaints about council members' conflicts of interest or contraventions of a code of ethics.

We received administrative complaints about a wide variety of matters, including water bills, snow removal, gravel, land use and referendums. About one-third of the complaints in 2016 were about council member conduct, such as potential conflicts of interest.

In early 2017, we reported publicly on three investigations into council member conflicts of interest that we completed in 2016. We took the opportunity to remind council members about the importance of knowing and following the rules for dealing with conflicts of interest. We sent out a new conflict of interest brochure to all municipalities.

We also invited council members and administrators to attend webinars about our Office on February 9, 13, and 23. The webinars included general

information about Ombudsman Saskatchewan and information about conflicts of interest. About 125 people from across the province participated. We plan to continue to offer webinars such as these from time to time.

There is also growing interest in our "Fine Art of Fairness" workshop, which covers such topics as Ombudsman 101, an introduction to fairness, how people's interests affect their views of fairness, and how to make and communicate fair decisions. Several municipal representatives have participated in our workshops and we plan to make them available in more locations in the coming months.

## Case Examples

### Conflict of Interest Cases

The Ombudsman investigated council members from two municipalities alleged to have conflicts of interest in matters before their councils and failing to take the steps required of them to deal with them as set out in *The Municipalities Act*. Full copies of these reports can be found on the Ombudsman Saskatchewan website under Public Reports.

### Selling Municipal Land

One case involved the decision of the Village of Manor to sell municipal land to the then-mayor's son. The land had been gifted to the Village, and used as a rest stop, picnic site and campground for more than 30 years. The Village sold the land without giving public notice. This was contrary to its own bylaw under which it was required to give public notice before it sold any municipal land, and contrary to *The Municipalities Act*, which also requires public notice to be given before a municipality disposes of land used for park purposes.

We found that, in several instances, the mayor did not declare a conflict of interest, nor take the steps required to deal with the conflict as required by *The Municipalities Act*. Since the mayor

was not re-elected in 2016, we did not recommend that the council take steps to have the mayor disqualified. However, we did recommend that the village pass a bylaw so allegations of conflict of interest can be properly addressed at the local level.

### Recovering Legal Fees

The other case involved the RM of Sherwood. At a January 13, 2016 council meeting, the council heard from a delegation and discussed a motion about Sherwood taking steps to recover money that it had reimbursed to several council members for legal fees incurred during the Barclay Inquiry. The legal fees had been reimbursed under a bylaw that was later determined by the courts to be invalid. Two council members who had their legal fees reimbursed were present at the meeting.

We found that the two council members had a conflict of interest, because they had a financial interest in not having to pay back the money. We found that by not declaring their conflict of interest and leaving the meeting — but instead staying to listen to the delegation, participating in a discussion about whether the motion to seek reimbursement was properly before council, and then voting to table the motion — they did not comply with the conflict of interest rules in *The Municipalities Act*.

One council member did not run for re-election in 2016. The other council member was still on the council, so we recommended that the council, at its next regular meeting, vote on whether to apply to the court for an order declaring the council member to be disqualified from the council.

### Administrative Cases

In each of the following examples, the name of the complainant has been changed to protect their identity.

### Checking the Process

Kegan contacted us with concerns about the way his municipal council was handling a proposed development project. He was against the development and had started a petition. A number of people signed the petition and Kegan took the matter to council. The council then voted not to proceed with the development.

Although Kegan got the result he wanted, he did not think the council had handled the process correctly. We looked at the requirements in *The Municipalities Act* and the municipality's bylaws. We also checked the minutes of meetings, which the municipality had published on its website. We found that it had followed the act and its policies in responding to the petition, and that its decisions were clearly documented and accessible on its website.

Status: *No Further Action*

### Lost and Found

Kim contacted us about a situation with her municipality. She told us she had an agreement in place for her tax payments, and had then encountered other financial problems. In trying to deal with her finances, she needed to provide a third party with a copy of the agreement. She had lost her copy, so asked the municipality if it could provide one, but was told that its copy was also lost. Later, the municipality sent Kim an enforcement letter, which quoted from the agreement.

She said that she had talked to the municipality and asked how they could quote from a lost agreement. The conversation had not gone well and Kim's relationship with the municipality had deteriorated. We said we would see if there was a role for our office.

We inquired with the administrator who confirmed that the agreement had been lost until recently, just before the letter was sent. She provided us with copies of the letter and agreement, so we asked if a copy of the agreement could also be sent to Kim and her spouse. The administrator agreed and mailed it to them.

Status: *Resolved*

### Water Disconnect

Leslie contacted us because her water had been cut off. She told us that Social Services had been paying her water bills and she did not know that the bills had been unpaid for two months. She contacted Social Services and a worker emailed the municipality stating that Social Services would pay the bill. When the water was still not connected, Leslie contacted Social Services a second time and was told that a second email would be sent. When she contacted Social Services

again to say that the water had still not been turned back on, she was told that they had done all they could. Leslie was concerned because she had two infants at home and needed water to care for them.

We contacted Social Services to confirm the emails had been sent and we contacted the municipality. The municipality said the emails had not been received, but the collections manager reviewed the file and decided to reconnect the water.

Status: *Resolved* ■

We received administrative complaints about a wide variety of matters, including water bills, snow removal, gravel, land use and referendums.

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## COUNCIL AGENDAS AND MEETING MINUTES

Sharon Young — Analyst, Office of the Information and Privacy Commissioner (OIPC)

To be accountable to the public, meetings of council and council committees are public by virtue of sections 119 and 120 of *The Municipalities Act*. Further, subsection 117(1)(d) of *The Municipalities Act* entitles any person to inspect and obtain copies of council meeting minutes after they have been approved by council.

To support this accountability, municipalities can post the agendas of council and council committee meetings to their website.

The benefits of municipalities making information available online are plain to see. First, it increases municipalities' accountability to residents. Second, it increases active participation in civic life.

While making information, such as council agendas and meeting minutes, available online has its benefits, municipalities should take care to minimize or avoid publishing personal information on their websites.

### **What are the risks of publishing personal information on a website?**

#### **Chilling effect**

Public participation in civic matters is important to a democratic society. If individuals know their personal information — including their name and concerns — will be published on a website, then they may be discouraged from raising matters to council.

#### **Misuse**

Search engines index websites and make information published on websites easily searchable.

Furthermore, technology is enabling organizations to gather and analyze personal information from various sites to create profiles on individuals. Such profiling can have undesirable results such as identity fraud or theft, embarrassment, and physical or emotional harm.

#### **Dissemination**

Information published on the World Wide Web has a much broader audience than information in other formats such as hard-copy newsletters, magazines, and books. Further, information published online can easily be copied and disseminated. Information, especially if it is inaccurate or unflattering, can haunt or damage an individual's reputation.

### **Can municipalities withhold personal information in meeting documents?**

The short answer is yes.

The long answer is that while subsection 120(1) of *The Municipalities Act* requires that council and council committees conduct their meetings in public, subsection 120(2) of *The Municipalities Act* provides that meetings may be closed to the public if the matters being discussed are within the exemptions in Part III of *The Local Authority Freedom*





of Information and Protection of Privacy Act (LA FOIP).

Part III of LA FOIP includes subsection 15(1). This subsection provides that a head may refuse to give access to a record that discloses agendas or the substance of deliberations of meetings where matters discussed at the meetings could be refused pursuant to Part III or Part IV of LA FOIP.

Part IV of LA FOIP includes subsection 28(1). This subsection provides that a local authority is not to disclose personal information in its possession or control without the individual's consent, except if the disclosure is authorized by LA FOIP.

Since Part IV of LA FOIP enables a local authority to refuse access to personal information, then council and council committees may close meetings to the public if the matters being discussed include personal information.

What does this mean for municipalities posting agendas and meeting minutes to its website? Information in documents that falls within the exemption subsection 15(1) of LA FOIP and subsection 28(1) of LA FOIP can be withheld (or redacted) before the document is posted online.

### **What privacy considerations should a municipality undertake when publishing council agendas and meeting minutes?**

#### **Notification**

Before, or at the time of collection of personal information, LA FOIP requires that municipalities inform individuals of the purpose for which personal information is collected. Therefore, municipalities should notify residents about how personal information submitted to it could become a part of public council or committee agendas or meetings minutes, and could also be published to the municipality's website. The notice should include the contact information of someone who works for the municipality to answer questions or respond to concerns about the collection of personal information. Municipalities should consider putting a similar notice on its website, in brochures, on posters, and on any other medium where residents can easily see the notice.

#### **Redaction**

If documents such as agendas contain personal information, consider providing council members with a redacted version of the document for the council meeting.

Further, if council meeting minutes contain personal information, municipalities should consider redacting the personal information before publishing the minutes on their website.

#### **Data Minimization**

When recording the minutes of a council meeting, the municipality should record the least amount of personal information. Better yet, it can attempt to shield the information by using terms such as "a ratepayer," "a taxpayer,"

"a resident," or an initial to represent the person involved in the matter.

#### **Review of practices**

Municipalities change and so does technology. Reviewing and revising practices to account for such change can be a good way to stay ahead of the curve. Asking citizens for feedback on the municipalities' privacy practices may also help municipalities adjust their privacy policies accordingly! ■

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## BRIDGING TRUTH AND TRANSPARENCY TO BUILD BETTER RELATIONSHIPS

Eric Bergman

Transparency is a word that has been popping up a lot recently, to the point that it's virtually everywhere.

Prime Minister Trudeau is fond of the word, as are municipal, provincial, and other federal political leaders. Business leaders talk about transparency. Even the not-for-profit world is fond of the word, whether they're raising money or representing individuals or organizations as part of an association.

But what does transparency really mean? More importantly: How can you, as a municipal leader, apply transparency to the challenge of building better relationships and trust with residents?

### Transparency Defined

Before outlining what transparency is, let's first define what transparency **isn't** by defining lies, deception and spin.

In her book *Lying: Moral choice in public and private life*, philosopher Sissela Bok explains that lying happens when someone makes a statement they believe to be untrue at the time the statement is made. To lie, you must make a statement; you cannot lie by simply omitting facts.

Instead, omitting facts is a form of deception. Deception happens when someone creates, from the facts, an impression they themselves do not believe — regardless of whether the facts are true.

One of the best ways to illustrate deception is to lean on an example from my dear departed grandmother. The evening before her funeral, I was gathering information from my uncles to personalize her eulogy. As we were sitting around the kitchen table, one of my uncles said that his best memory of his mother was coming home from school to the smell of fresh-baked bread in the farmhouse.

As we all walked down *deja-vu lane*, I said: "Your mother used to save the crust for me." They all burst out laughing.

"What's so funny?" I asked.

"None of us like the crust," they replied.

My first thought was that my grandmother had lied to me. But she didn't. She did truly save the crust for me. However, she cleverly deceived me. She left me with the impression that she saved the crust from those ravenous animals known as my uncles when, in fact, none of them wanted it.



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As for spin, the best definition I've ever seen was in a paper written by Professor John Mearsheimer to the American Political Association. He defined spin as arranging facts in ways that portray the individual or organization in the most positive light. If the facts are correct and the impression left by the facts is correct, there is nothing wrong with spin. Conversely, if the facts are incorrect, it's a lie. If the impression left by the facts is incorrect, it's deception, not spin.

And that brings us to my working definition of transparency, which is three simple words: "Ask me anything." This may seem like an oversimplification, but think about it. Ask me anything. I have nothing to hide. This is the true definition of transparency.

### Protecting Against Lies, Deception, and Spin

The way that we, as humans, protect ourselves against lies, deception and spin is to ask questions. In an 'ask Google' world where no single person, government, or organization is the only place from which answers can be found, we can expect people to ask even more questions in the future than they have in the past.

And that makes the skill of answering questions more important in the future than it ever was in the past.

Now, it is possible to be truthful but not transparent. An example I often use to illustrate this is a real estate agent showing a potential buyer a home. The customer asks a simple question: "How far is the nearest school?"

The real estate agent replies by saying, "Talk of school often reminds me of school taxes. Have I mentioned that this is one of the lowest assessed areas in the region? Imagine all the money you will be able to save for your child's post-secondary education."

The real estate agent is ignoring the question asked and is focusing what he or she hoped would be asked. But what would the customer's next question be? Most likely: "How far is the nearest school?"

The real estate agent then replies by saying: "School time is important, but so is after-school time with your family. Did you know this property is adjacent to a conservation area?"

In fact, you will be able to open your back gate and walk right into it. It's like having all the beauty and tranquility of the country and all the convenience of the city."

Is the real estate agent lying? No (if the taxes are low and the conservation area is outside the back gate). Is the real estate agent practicing deception? Again, the answer is no.

The agent cannot be accused of lies or deception. He or she is focusing on perceived benefits of the house in a clumsy attempt at spin. But the agent is not being transparent. What impression would this likely leave with the customer? How does this affect the relationship? Honestly, anyone involved in the exchange would be left with the impression that the nearest school is 50 miles away.

The person contemplating buying the house would ask questions of others (Google, for example) to determine the location of the nearest school. More importantly, the relationship with the real estate agent could be permanently and negatively affected.

### Four Questions

To avoid having relationships with your residents negatively affected, it's important to constantly ask four questions when preparing to communicate:

1. Is everything here truthful?
2. Is anything here deceptive?
3. Is this an acceptable level of spin?
4. Is this something for which we are prepared to answer questions?

If it is truthful, non-deceptive, spun acceptably, and something for which you are prepared to answer questions, you can bridge the gap between truth and transparency with what is being communicated. People may not like a decision, but most will respect it (and the people making it) if the decision is made within a transparent framework.

*Eric Bergman is a Toronto-based media training consultant who is proud of his rural Alberta roots. His program, At Ease With the Media, has helped thousands of spokespeople from five continents bridge the gap between truth and transparency and build better trusting relationships with internal and external audiences. ■*



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## RISK MANAGEMENT A MUST FOR MUNICIPALITIES

Lorri A. Matthewson

To manage risks, community leaders have to first become aware of the areas where they are vulnerable. With an ever-growing number of demands and responsibilities falling to council and administration, potential risk areas grow too. With so many other priorities, it is easy to see why councils and administrators overlook risk management — particularly when things usually run smoothly. That is a mistake. Consider this short list of risk-management suggestions.

### Safety First

If something happened in your municipality and people were at risk, do you know what you would do?

A workable emergency plan goes beyond the paper template many municipalities have but never complete. In a real emergency, these 'plans' are all but useless. It is important that municipalities know what they would do in the event of an emergency. Staff and residents also need know what to do and where to go.

Did you know that any entity that employs 10 or more staff is mandated to have a site-specific safety manual? This guide outlines safe work processes for all aspects of operations; town offices need these too.

Don't ignore staff training. Training staff becomes very important particularly when municipal employees are working with machinery, hazardous materials, or confined spaces to manage risk. Many municipalities either ignore the ongoing training aspect of a good safety plan, or they get it done and then it holds down a shelf, where it moves only for dusting. Ignoring the safety policies and procedures is risky for municipalities. Your best protection is a well-used safety manual and a compatible training plan.

### Update Your Policies

Another largely overlooked area that adds to council risk is human resources policies — or the lack of them. I have seen, with my own unbelieving eyes, policies that are clear violations of human rights codes and labor standards.

When councils overlook outdated policies and practices, they leave themselves vulnerable to criticism and legal challenges. Our workforce is changing, and the rules are changing. Municipal leaders need to make certain their policy and procedures do not inadvertently violate human rights, labor laws, or occupational health and safety regulations. An updated operations manual that outlines clear job descriptions and includes training processes helps manage risks in the gap between policy and practice.

### Take Care of Community Money

Councils are held responsible for community funds, even when they do not handle the money directly. It seems reasonable to expect councils to be responsible stewards of taxpayers' dollars, and to reduce the risk of financial mismanagement and theft.

Aside from the standard practices of having an audit, councils should consider the implication of the common practice of pre-signing cheques. Yes, it is inconvenient to have to come in to sign a cheque, and yes, of course, you trust everyone on your team. However, theft happens. And when it does, it can be devastating to all. Manage your risk by following the rules surrounding community money.

Space constraints will not allow me to itemize every possible way things could go wrong, but I am sure I made my point. During planning, someone needs to ask the question: What's the worst thing that could happen? Once you have that question answered, you can plan for it — how to reduce the risk and how you would handle that worst-case scenario. ■

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## MITIGATING RISKS ON SOCIAL MEDIA

Jess Paul

The introduction of social media and smart phones has significantly changed the way we communicate in a relatively short time. Between 2003 and 2010 we were introduced to Facebook, YouTube, Twitter, Instagram, iPhones, and Androids — just to name a few.

In the municipal world, this new digital landscape has opened doors for communicating with residents in ways that were unheard of before, and at a speed unmatched by any other form of communication. According to an October 2015 report from comScore (an international cross-platform measurement company that measures audiences, brands and consumer behaviour), Canadians are some of the most digitally connected people in the world and spend the most time online — almost 37 hours per month.

While there are risks that come with participating in social media, they do not outweigh the significant benefits of having a social media presence. Especially when

you know the risks, protect yourself, and get set up for success.

### **Risks of Social Media Mistakes (Human Error)**

They are bound to happen from time to time. For example, perhaps you post a photo of someone who didn't give you their permission or you post information before it is released to the public.

### **Process**

What is the content creation and approval process for your municipality? What happens with negative feedback or in a crisis?

### **Reputation**

An inappropriate response, not responding to comments or concerns made publicly on social media, or posting things that are inappropriate can have a negative effect on your reputation or that of your municipality.

### **Costs**

Social media platforms are generally free to utilize and come with a pre-built infrastructure; the cost to use them is the time it takes to maintain a consistent and responsive presence. Other costs may include social media management software, and other apps, such as those used to create images, etc.

### **Legal**

What type of information can be shared and when? What type of information is off-limits for sharing? What if sensitive information gets leaked?

### **Protect Yourself**

A social media policy is a must. This policy details the rules by which you or your municipality participates in social media. Be sure to answer these questions as you draft your social media policy:

- What social media channels are we using?





- What are the login details for each channel?
- Who is responsible for developing content and posting on social media?
- Who is responsible for approving content and what is the approval process?
- What are the rules of engagement for your municipality?
- What type of information can and cannot be shared?
- Who is responsible for monitoring your social media channels?
- What is the process to follow when you receive negative comments?
- What do you do when a mistake is made?
- What happens in a crisis? When does a situation get escalated to management and to whom should it be reported?

Once you've developed the policy, share it with everyone in your municipality.

### Set Yourself Up for Success

#### Monitoring

Daily monitoring is an integral part of a social media presence. If you don't monitor, how will you know what people are saying about you or your municipality, or — just as important — asking of you? Just as you wouldn't ignore a phone or email message, you can't ignore social media posts about you or for you.

Daily monitoring doesn't mean you need someone sitting online all day waiting for something to happen. It does mean checking in two or three times a day to see if anyone has left a comment, sent a message or asked a question.

There are several other ways you can monitor your online reputation.

- Setting up free Google Alerts ([www.google.com/alerts](http://www.google.com/alerts)) for your municipality, council members, and/or prominent staff. Putting search terms in quotation marks will deliver better results.
- Setting up free searches for particular terms and/or profiles in any social media management program that you may use (HootSuite, TweetDeck, etc.). You can set up searches for "Municipality Name" and "Mayor Name" as you do for Google. You can also create columns in these programs dedicated to specific feeds or hashtags. (#YQRCC, @SUMA\_amplify, #skpoli, etc.).
- Make sure notifications are turned on so you receive them. This will save you from having to check in too often.

- Hire a media monitoring service (News-watch Saskatchewan, Meltwater, etc.) to conduct more in-depth searches on your behalf.

#### Content

You can also set yourself up for success by planning your content ahead of time. It's a good idea to create a social media content calendar laying out the schedule for posts in the week or month ahead. It can be a simple spreadsheet or Word document.

Finally, there are plenty of social media management tools available (HootSuite, Buffer, etc.) that allow you to schedule your content ahead of time. However, daily monitoring is still important with scheduled content. There may be something in the news or happening in your community that would make the scheduled post inappropriate or in bad taste.

#### A Few Basic Rules

No matter what social media platform you are engaged on, keep the following basic rules in mind to ensure an engaging and

responsive presence, and a positive social media experience.

- Be responsive, helpful, and transparent.
- Acknowledge mistakes.
- Respond in a timely manner.
- Provide updates through all channels in a timely fashion. For example, post news releases on social media as they are sent out through more traditional channels.
- Think before you post.
- Remember, you don't need to be everywhere to be effective. Be on the channels that make the most sense (i.e., where your audience is) and ensure they are well executed.
- In over your head? Ask for help or seek out training.

Being prepared is the best thing you can do to mitigate the risks of participating in social media. Creating a social media policy, planning your content and monitoring often will go a long way in minimizing risk and setting up social media success for all involved.

*Jess Paul is the owner of Blossom Communications, a Regina-based communications consulting firm. ■*

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## PLAYING MUSIC IN PUBLIC LEGALLY, ETHICALLY, AND EASILY

Leslie Craig — Director of Licensing Operations, SOCAN

When it comes to good governance and proper risk management, a SOCAN music licence gives your municipality the freedom to publicly play the music your residents love. Being *Licensed To Play* by SOCAN makes your municipality compliant with Canada's *Copyright Act*. That licence means you're not only following best practices for governance and reducing legal risks, but also ensuring the creators of the music you play are fairly compensated, and can continue to create the music that helps foster the culture of your local community.

A SOCAN licence gives your municipality the freedom and flexibility to use virtually any music you want in community buildings or events — legally, ethically, and easily. Without SOCAN, you would have to get permission and negotiate a royalty with every songwriter, lyricist, and music publisher whose work you intend to play or have publicly performed. Instead, SOCAN simplifies the process by allowing municipalities to pay a single fee (typically once a year) that reflects how they use music. These fees are then distributed as royalties to music creators in Canada and around the world, through reciprocal agreements with similar music rights organizations in other countries.

There are now more than 25 different tariffs that correspond to different ways in which you can use music. Here are some examples of activities that would require a SOCAN licence:

- Live music performances associated with community events
- Parades that have floats or marching bands that play music
- Sporting events — including the use of music at municipally-owned skating rinks
- Fitness and recreation activities and programs
- Local events that have music, with or without dancing
- Fairs, rodeos and exhibitions
- Strolling musicians or buskers in public areas
- Background music in municipally-owned recreational facilities

SOCAN operates in accordance with tariffs certified by the Copyright Board of Canada, and helps businesses, including municipalities, facilitate their compliance with those tariffs. It's no different than your municipality facilitating local businesses' compliance with your bylaws. And as a not-for-profit organization, SOCAN puts more than 90 cents of every dollar it collects from license fees into the pockets of music creators and music publishers.

Purchasing music or subscribing to online music services doesn't automatically grant you permission to publicly play music during activities organized or authorized by your municipality. That purchase or subscription only allows you to play the music for private use. Using music publicly without a SOCAN license means your municipality may not be compliant with Canada's *Copyright Act*.

Similarly, when you hire musicians to play music at a public event, the fees paid to them are for their performance only. Those fees do not to compensate the songwriters, lyricists, composers, and music publishers who created the songs that are being performed. Even when performers are paid to play their own songs, they're still entitled to separate compensation for their efforts in creating those songs, as opposed to performing them.

When a municipality applies to be *Licensed To Play* by SOCAN, it sets an example for other businesses within the municipality to follow suit. The municipality can thereby lead the way for all to believe in, and uphold, the rights of music creators to be fairly compensated for the use of their work.

For more information on SOCAN, visit [www.socan.ca/licensees](http://www.socan.ca/licensees), where you can read about potentially applicable music uses, apply for a license, submit a report, or have your questions answered. If you would like some help in consolidating your music uses, please contact Jason Abdool, strategic account manager at SOCAN, at [jason.abdool@socan.com](mailto:jason.abdool@socan.com). ■





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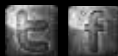


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# OWNER-CONTROLLED INSURANCE PROGRAMS AS RISK MANAGEMENT FOR MUNICIPAL CONSTRUCTION PROJECTS

Murray Sali — Attorney-in-Fact, SUMAssure Insurance Reciprocal

Municipal construction projects typically involve multiple staff, council, architects, engineers, and various contractors. With multiple parties involved, the best way to ensure success is by consolidating and maintaining control where you can, but where do you start?

Deciding where to start is a common challenge for municipalities when assessing risk-management strategies for new construction projects. One effective risk-management tool is designing and implementing an owner-controlled insurance program (OCIP). Under an OCIP you are in control of the insurance, instead of contractually assigning it to the general contractor.

There are several benefits for municipalities to act as a project owner when arranging for their insurance on a specific project. With the greatest financial exposure, municipalities should ensure coverage is project specific and designed to protect its interests. There is always potential for project coverage to be deficient in protecting the interests of a municipality when policies are shared among multiple contractors.

An OCIP cannot guarantee that every possible contingency associated with a construction project will be addressed. However, it does provide municipalities

with some certainty in these areas:

- Broader and more consistent coverage for all contractors and subcontractors involved in the project
- Substantial reduction of administrative costs for the municipality
- Dedicated limits of insurance for the project
- Often lower premiums for dedicated project coverage, compared to the premium paid by individual contractors, collectively
- Avoid finger pointing and cross claims when multiple insurers are involved in one claim
- Less time involved in reaching a settlement
- Completed operations coverage for up to three years, even if the contractor is no longer in business.

If you decide an OCIP is the right choice for your next construction project, here are six key areas to address.

## Risk Assessment

Carefully review the project details — including scheduling, specifications, and contract form. This review can substantially reduce the risk of disputes, and provide a basis for timely resolution in case of a problem. This process will help municipalities formulate a risk-manage-

ment plan specific to each project's needs.

The risk assessment begins at the concept/design stage, is incorporated into the eventual tender and contract, and continues through the remainder of the project.

## Surety Bond Requirements

Use the appropriate bonds:

- **Bid bonds** guarantee contractors will hold their bid price if awarded the project.
- **Consent of surety** confirms that successful contractors will be able to provide performance bonds, and labour and material payment bonds.
- **Performance bonds** guarantee contractors will complete projects on time, within contract specifications, and within quoted prices.
- **Labour and material payment bonds** ensure subcontractors and suppliers will be paid by the general contractor.

## Property Insurance Requirements

The appropriate risk-transfer mechanism for the property exposure is a builder's risk or course of construction policy. This policy provides coverage against all risks of physical loss or damage, including the result of flood or earthquake. It also provides coverage for materials forming part of the project while in transit, in storage awaiting delivery, or at the project site during and after being incorporated into the project.

Other considerations for this policy:

- **Soft Costs** - In the event of an insured loss, covering the costs of project overhead, such as bridge financing, architectural redesign, interest costs on financing for the construction phase, and permanent financing.
- **Delayed Start-Up Coverage** - In the event of an insured loss, this coverage covers costs for business interruption and lost rents coverage from the delay in opening.
- **Mechanical Breakdown (Boiler and Machinery)** - This coverage is critical for complex mechanical or electrical systems such as a water treatment plants, chillers for arenas, and boiler systems for facilities. This provides comprehensive coverage for project start up and testing on that equipment.





### Liability Insurance Requirements

This policy addresses third-party property damage and bodily injury for exposure outside the project. Municipalities can ask each party working onsite to provide evidence of their own liability coverage, or they can provide a wrap-up policy to provide coverage for all contractors and subcontractors.

This is an effective method of ensuring everyone is covered for a limit appropriate to the size of the project.

The wrap-up liability policy can also provide extended coverage for any claims for a period of up to three years following the completion of the project. The completed operations extension assures that coverage is still available even if the contractor ceases business, or has exhausted their combined liability limits.

### Project Professional Liability Insurance

This type of insurance is often overlooked, yet project owners are most likely to file claims against architects or engineers for faulty design. This policy will respond to errors in design caused by engineers, architects, or project managers. Municipalities also have a stake in ensuring that the professional's insurance will respond effectively. Project professional liability provides specific coverage for your project alone, and dedicates limits that are not affected by other projects the architects or engineers are working on.

### Environmental Liability

Environmental liabilities present challenges for municipalities. Whether a regulator or a contaminated-site owner, municipalities are often faced with the challenge of facilitating remediation and determining who ought to pay. To reinforce that the polluter pays, sound environmental risk management is imperative to keep environmental liabilities off the ledger during a construction project.

Here are some of the policies offered by the insurance marketplace to address this issue:

- **Contractor's Pollution Liability** – a policy provided to a contractor that will insure against a range of contracting operations, including environmental, civil, and general construction work performed by or on behalf of the contractor.
- **Fixed Site Pollution Liability** – covers pollution risks associated with owning,

leasing, financing, or otherwise operating a facility or site.

- **Clean-Up Costs** – a financing mechanism that provides protection for owners, buyers and/or sellers of contaminated properties from cost overruns associated with remediation of contaminated properties, closure of landfills, hazardous waste treatment or disposal facilities, and

post-closure care and monitoring of such facilities.

As municipalities address their infrastructure deficits, it is in their best interest to consult with an experienced broker with a specific focus on insurance and bonding to understand the complexities of an OCIP. With this sound advice and preparation, municipalities can proceed with confidence. ■

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# President GORDON BARNHART

Tiffany Wolf, Communications Advisor — SUMA



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

President Gordon Barnhart has a long record of public service. He started his career as a high school teacher in North Battleford, before working as the Clerk in both the Saskatchewan Legislature and the Canadian Senate, at the University of Saskatchewan (as a sessional lecturer, associate director in their international arm, university secretary, and eventually interim president), and as Lieutenant Governor of Saskatchewan. For all that public-sector experience, though, he never expected to become a politician.

“For my entire working career, working with politicians, elected officials — and appointed officials, being the senators in Ottawa — I always said...I will never, ever be an elected official,” Barnhart said.

But a strong connection with his hometown set those plans on their ear. The Town of Saltcoats council made news in October 2016, when there were four vacancies left after the deadline for nominations in the local election. Barnhart had been approached — and declined — to run for the October election, but the vacancies changed his mind. “I wanted Saltcoats to be in the news for good reasons, not bad,” he said.

After he was officially elected to council in December 2016, “anybody and everybody that’s interested, not in politics, but in getting the job done” encouraged him to take on a role with SUMA. Initially he considered the Vice-President of Towns position, but he saw the incumbent (Mayor Rodger Hayward) was running and decided against it.

“There was no incumbent as President,” he said. “So, I took that on.”

The transition into SUMA President didn’t leave much breathing room for Barnhart. By the end of the first Board meeting he’d chaired, SUMA was preparing an unprecedented advocacy campaign. He marked the provincial budget as a tough part of being on the Board, but said he is looking toward the next budget already and a mutually beneficial relationship with the provincial government.

“In the ideal world, it would be that we are really close partners,” he said “working together so that the Province can solve its fiscal issues, but that the municipalities also could have enough funding to solve their problems.”

Balancing the needs of a sector that ranges from small villages to our largest city is always at play for SUMA, and Barnhart was surprised by the diversity of opinions and ideas about how things should operate. Though he said, “I’m not sure that should have surprised me.”

Barnhart sees many similarities among members, but noted that where differences exist, SUMA works hard to ensure all voices are heard.

“The beauty of SUMA’s organization is that it tries to create balance between larger centres and smaller urban municipalities,” he said.

The Board is structured specifically to make sure all our members’ interests are represented — the various sectors through the Executive Committee, and the geographic areas through Regional Directors (including single-city regions) — so Barnhart said he hopes all members see themselves in SUMA, and believe they can get involved.

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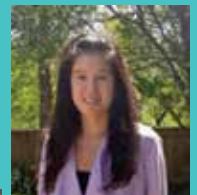
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# BOARD *Profile*

"It doesn't matter at all what the size of their community is," he said. "They can (all) contribute to the Board."

Barnhart wants members to see the strength within the Board, thanks to the people who sit on it and the perspectives they bring. Those wide and varying perspectives add to the richness of the decision-making process, he said.

"The SUMA Board is made up of very experienced and wise people who are coming from a great...variety of backgrounds. But I think we share something in common, and that's a genuine interest in this province and a genuine interest in the urban municipalities that we represent."

That variety of opinions, perspectives, and experiences with a common goal also highlights Barnhart's interest in unity, connection, and cooperation in his role as President. He knows it is his responsibility to think about what the entire membership needs, thinks, and wants.

"I don't come to the Board representing any one, specific thing," he said. "I come representing the membership as a whole."

That responsibility ties in well with what Barnhart says is already the best part of being on the Board: the people. Though he has just two Board meetings and a few SUMA events under his belt, he's already looking forward to Regional Meetings and Convention 2018. "I'm absolutely fascinated by people who have been in municipal politics much, much longer than I have," he said.

As he works to connect with members, Barnhart is also eager to spread the word about all the work SUMA does to build capacity, help members save money, and be their voice. He encourages members to get familiar with and take advantage of all SUMA services — SUMAAdvantage, SUMAssure, legal services, and the expertise and connections within the Board and staff that can provide information and help you build a network.

"I think that most of our members know that we have a convention once a year, and I wish that they knew that SUMA is there all year for them," he said.

He hopes members will attend SUMA events with a goal of networking with specific people or municipalities on particular issues or projects. They can learn or discover. "Take the positive flow from convention, and make it last all year."

As President, Barnhart will continue to work for all members all year long, whether that is acting as chair of the Board — a role he takes very seriously — or simply acting as a leader to see what SUMA can do for Saskatchewan hometowns.

"Community: That's what I want to cultivate. Let's make sure we are friends and neighbours within SUMA and we are helping each other." ■

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# How SUMAdvantage Brings Value to All Members

Tania Wendling — Director of Corporate Programs and Member Services, SUMA

SUMAdvantage, our group purchasing program, was created more than 18 years ago. It was designed to benefit all members, by saving them money and supporting the work SUMA does on their behalf. We revamped the program in 2015 to follow public procurement best practices and allow members to have a say in developing programs and picking vendors.

SUMA was founded on the principle of many municipalities working together and we want members to know about the many benefits of SUMAdvantage, and how it brings value to your membership.

## No Additional Cost to Your Municipality

Your SUMA membership gives you access to SUMAdvantage. There is no additional cost; in fact, vendors pay us a marketing fee! Those fees help support the work SUMA does all year long — on behalf of all our members — and help keep your membership fees low.

## Member Involvement

SUMA is a member-driven organization, so you get to be involved as much or

as little as you like in the development of our group purchasing programs. We offer two committee types for members to participate in: the Program Development Advisory Committee or Bid Evaluation Committees. Participating in our Program Development Advisory Committee gives you a say in the programs we pursue. Our Bid Evaluation Committees allows you to have a say in how we design the request for proposal and which vendor(s) we partner with.

The Bid Evaluation Committees provide us with insightful knowledge and expertise on the product or service. There are also many benefits for the members that decide to participate. They get a better understanding of the process to develop programs, learn about good public procurement practices and evaluation techniques, and get the chance to connect with other members.

Michelle MacDonald, CAO from the Town of Eston, had this to say about her experience on a bid evaluation committee: “The process is extremely thorough and run very professionally... It is a great way to have input into programs that are offered to SUMA

members...It is easier to justify purchasing decisions to council.”

## No-Pressure Sales

You get to decide which — if any — SUMAdvantage programs you use. We continually provide updates and promotions to our members on our programs, but there is no pressure to use them. When our marketing coordinator Lisa visits members, she talks about our programs and services, but more importantly, she learns about your hometown and what's important to you. That helps us understand members' needs so we can serve you better.

## Trustworthy Process

You can trust that our partners have been vetted through an extensive process, because we make it our business to continually educate ourselves in public procurement best practices. We ensure our process is fair, transparent, and compliant with trade agreements.

Our process can, admittedly, take a long time, as we thoroughly research the product or service and consult extensively with our members. But this long process

“The process is extremely thorough and run very professionally... It is a great way to have input into programs that are offered to SUMA members... It is easier to justify purchasing decisions to council.”



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allows us to confidently stand behind our programs, and give members peace of mind.

We ensure a transparent process by disclosing our evaluation criteria in the request for proposal so vendors know what they are being rated on. Our process also emphasizes member needs, with each Bid Evaluation Committee Member having an equal say on the format of the request for proposal, evaluation criteria and weighting, and evaluating the bids received. SUMA only holds one seat on a Bid Evaluation Committee; members hold at least two seats, ideally four.

### Knowledgeable Team

You can rely on the experience, knowledge, and continuing education of our team. **Beverly Bradshaw**, our municipal procurement agent, has her diploma in supply management from the Supply Chain Management Association of Saskatchewan.

**Steven Dribnenki**, our policy and legal advisor, keeps his pulse on public procurement legal changes.

I completed my MBA final research project on engagement in a municipal group purchasing program, and have additional training in procurement.

We share that knowledge — and our resources — with members. We have procurement templates and presentations, and are available to answer your questions. Just ask us!

### Extensive Vendor Contacts

We can even help you find a vendor for a particular product or service not offered through SUMAdvantage. We have an extensive list of contacts, so don't hesitate to be in touch if you're looking for a vendor.

Want to know more about how to get the best value out of your membership by using SUMAdvantage, or get involved in the committees? Contact me at [twendling@suma.org](mailto:twendling@suma.org) or 306-525-4379. ■



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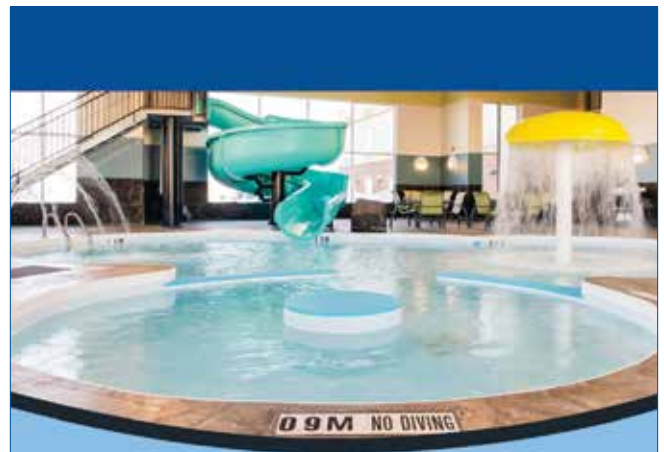
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# Make a Date with SUMA

As we move into fall, things are speeding up around the SUMA office. We are preparing lots of educational and networking opportunities available only to SUMA members; be ready to take advantage of them!

We will update the Event Listings on our website as we finalize details. Find the listing under the News and Events menu on [www.suma.org](http://www.suma.org) to get the most up-to-date information.

## Regional Meetings

Dates are set for this year's regional meetings. Join us for updates on what's happening in your region and with SUMA, and a dedicated education session. Check the SUMA Event Listings on our website for your region's agenda and registration details.

### Mark your Calendar

Region	Date	Location
Southwest	September 26	Maple Creek
West Central	September 27	Eston
Northwest	September 28	Blaine Lake
Northeast	September 29	Melfort
Southeast	October 2	Grenfell
East Central	October 3	Yorkton
Central	October 4	Davidson

## Municipal Leadership Development Program (MLDP)

We covered the MLDP in depth on page 14, but would be remiss if we didn't include the sessions again here. Visit [www.mldp.ca](http://www.mldp.ca) to get more information on MLDP and how to register.

### Mark Your Calendar

#### Strategic and Financial Planning for Municipalities

November 22, 2017: Borden  
November 29, 2017: Esterhazy  
February 3 and March 13, 2018: DoubleTree by Hilton, Regina

#### Municipal Economic Development Fundamentals

November 20, 2017: Battleford  
November 23, 2017: Kyle  
February 3 and March 13, 2018: DoubleTree by Hilton, Regina

#### Human Resources in the Municipal Workplace

November 27, 2017: Lampman  
November 30, 2017: Preeceville  
February 3 and March 13, 2018: DoubleTree by Hilton, Regina

#### Public Relations and Communications for Municipalities

November 22, 2017: Borden  
November 29, 2017: Esterhazy  
February 3 and March 13, 2018: DoubleTree by Hilton, Regina

#### Community and Land Use Planning

November 21, 2017: Cupar  
November 28, 2017: Shaunavon  
February 3 and March 13, 2018: DoubleTree by Hilton, Regina

#### Asset Management for Municipalities

Fall sessions are still to be determined — check the MLDP website for the latest.

February 3 and March 13, 2018: DoubleTree by Hilton, Regina

## Convention 2018

Of course, we have already started the wheels turning in preparation for SUMA's 113th convention! We hope you'll join us for Convention 2018 in Regina, February 4-7 at the Queensbury Convention Centre.

The 2018 theme is *The Power of Hometowns*. Hometowns are the economic drivers of Saskatchewan, and home to almost 80 per cent of the population. When SUMA and our members work together for a common goal, we can have a very powerful voice. Hometowns are the heart of our province, and your voice deserves to be heard.

Information on hotel accommodations for Convention 2018 is available on the Convention and Tradeshow page of our website. Rooms are going quickly — our host hotel, the DoubleTree by Hilton along with some of the other downtown hotels are already sold out — so book soon!

Be sure to send in your nominations for the Meritorious Service, Honorary Service, and Scoop Lewry Awards by the October 4 deadline. Awards will be handed out at the President's Banquet on Tuesday, February 6.

### Mark Your Calendar

Sunday, February 4 – Wednesday, February 7, 2018 ■



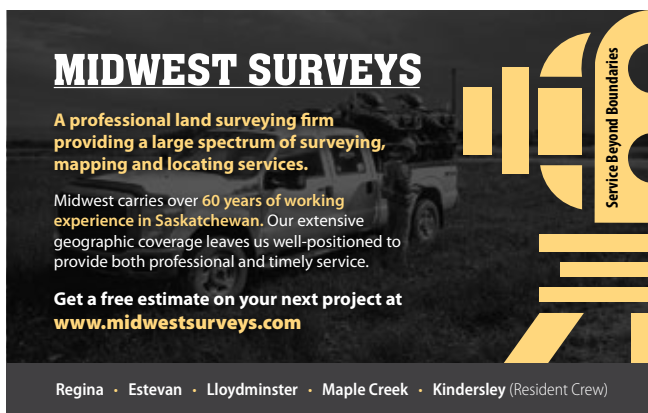


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# Town of Rosthern hosts the 29<sup>th</sup> Annual Golf Tournament at Valley Regional Park

Katee Galandy, Convention and Events Coordinator — SUMA

A big thank you goes out to the Town of Rosthern for hosting a successful 29<sup>th</sup> Annual SUMA Golf Tournament on July 13 and 14.

The Thursday banquet consisted of a delicious supper, and entertainment from hypnotist Corrie J, followed by a DJ to finish off the evening. We also chose hosts for the 2018 and 2019 golf tournaments: Hudson Bay invites you to attend the tournament in 2018 and Spiritwood in 2019.

The golfing kicked off on Friday morning at Valley Regional Park Golf Course where 75 golfers were treated to the beautiful 18-hole course with large tree-lined fairways and rolling terrain.

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. ■

## Thank you Rosthern!



Congratulations to the winning team: **Jamie Kunz, Deanna Braun, Tyrell Fraser, and Steve Brown.**



The Dennis Draper Award was awarded to **James McGunigal, Donna Birkmaier, and Gary Philipchuk.**





Hypnotist **Corrie J.** entertained after the Thursday evening dinner.



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# PROTECTING THE HEALTH OF OUR COMMUNITY WITH SMOKE-FREE OUTDOOR SPACES

**Donna Pasiechnik** – Canadian Cancer Society  
**Jennifer May** – The Lung Association of Saskatchewan  
**Fleur Macqueen Smith** – Heart & Stroke, Saskatchewan

Earlier this summer, Regina implemented one of the strictest outdoor smoking bylaws in the country. In doing so it joins a long list of Canadian municipalities protecting residents from the harms of second-hand smoke, including some here in Saskatchewan (Saskatoon, Warman, Martensville and Maidstone). As a result, smoking and the use of electronic cigarettes are banned on outdoor patios of restaurants and bars, all municipal properties including parks, playgrounds, sports fields, on golf courses and any municipal property where the public gathers. This is something all Saskatchewan residents can be proud of, as our province has one of the highest smoking rates in the country and we need to take decisive action to start saving lives and protecting the health of our people.

The Regina bylaw came after years of advocacy by health groups, including the Canadian Cancer Society, The Lung Association of Saskatchewan and the Heart and Stroke Foundation, and after an extensive public consultation. Nearly 10,000 people participated in an online survey, the biggest in recent history. Residents spoke out and made it clear they wanted outdoor public spaces free of second-hand smoke and vapour.

Since the provincial government adopted laws banning smoking indoors in 2005, we have become used to it and, in fact, we like it. Poll after poll has found this to be the case. Second-hand smoke is not just bothersome, it is toxic. It contains thousands of chemicals, at least 69 known to cause cancer, and there is no safe level of exposure. Research has shown that tobacco smoke outdoors can be just as concentrated as it is indoors, depending on the number of people smoking, weather conditions and location. In the case of a restaurant server who might spend upwards of 8 hours on a smoke-filled outdoor patio, this is a workplace health and safety issue.

Saskatchewan has one of the highest smoking rates in the country – 17% compared to 13% nationally. Tobacco use kills more than 1,500 Saskatchewan residents annually (2005), accounting for approximately 1 out of 5 deaths.

Smoking bans help people quit. Several studies have shown that when smoking restrictions are implemented, people have quit their tobacco addiction or cut back, and that smoke-free patios may help former users avoid relapse.

Smoke-free outdoor public places also help to denormalize smoking. Since most people start smoking before their 18<sup>th</sup> birthday, having outdoor spaces smoke-free is significant in shaping healthy supportive environments. Youth who do not see adults smoking or vaping will be less likely to view these as normal social behaviours, and thereby, are less likely to start themselves.

Outdoor smoking bans are also good for the environment. They reduce the number of discarded butts and municipal cleanup costs, and reduce the risk of fires.

Smoking restrictions are a key component to reducing smoking rates, along with increased tobacco taxes, restrictions on advertising, mass-



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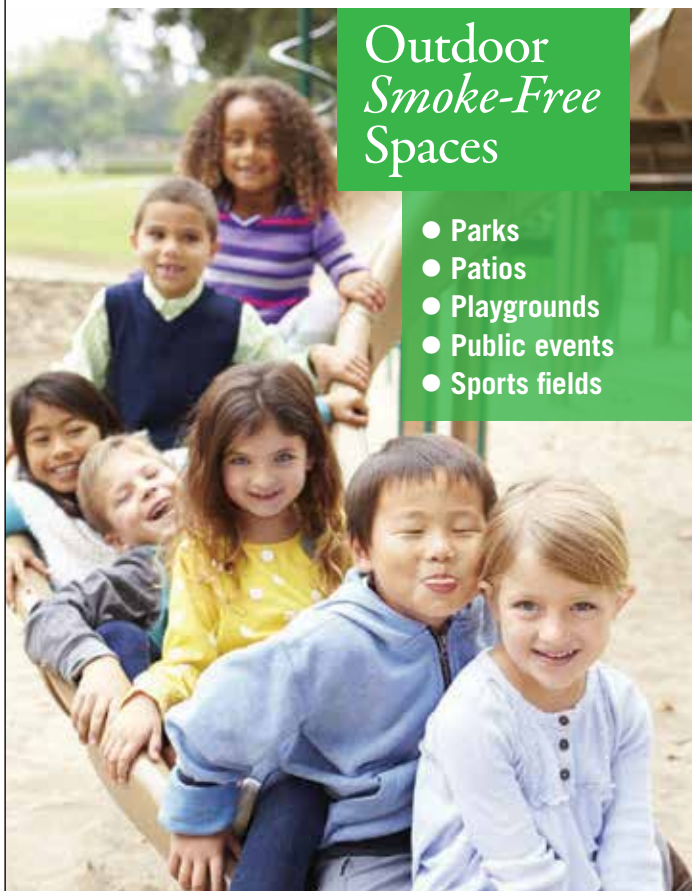
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the lung association



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- Patios
- Playgrounds
- Public events
- Sports fields



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reaching public education and accessible cessation interventions. We applaud municipalities for their leadership in creating smoke and vape-free environments.

Unfortunately, there are many Saskatchewan communities that do not have this same protection. This is why it is critical that the provincial government introduce legislation so that every child and adult is protected, regardless of their postal code. Through introduction of a comprehensive provincial policy which makes all outdoor public spaces smoke-free, we can create a healthier future for all Saskatchewan residents. We challenge the municipalities of Saskatchewan to adopt outdoor smoke and vape-free bylaws and to advocate for Saskatchewan legislation to do the same. ■

# Update on the SUMAdvantage Chemical RFP

Beverly Bradshaw — Municipal Procurement Agent, SUMA

## Background and Research

SUMA members identified water treatment chemicals as a top priority, so we began research in 2016 to determine the requirements of a water and wastewater treatment chemicals request for proposal (RFP). We started by interviewing members to find out things such as which vendors they used, what chemicals they ordered, and how the chemicals were delivered.

We discovered a few intertwining key factors: shipping costs, order frequency, and product expiry. These chemicals are classified as dangerous goods and fall under special transportation regulations, so they are expensive to ship. Water treatment chemicals have an expiry date, so members can't buy more than they would use in a limited timeframe. Combining these factors means a careful balance between order size and frequency.

We also learned chemical pricing varied widely. Smaller, more remote municipalities are charged a higher rate for the chemicals, and even higher rates for transportation. Chemical companies must employ third-party logistics companies certified in the transportation of dangerous goods to transport the chemicals to the municipality.

We spoke with many people and groups in the research stage of this program.

We reached out to the vendors for feedback on how best to set up an RFP to encourage vendor participation. However, Saskatchewan-based chemical companies objected to SUMA potentially partnering with a chemical company located outside of Saskatchewan or Canada. They voiced concern that our program would undercut their existing contracts. In general, we were met with strong resistance. From our perspective, vendors didn't fully understand or appreciate the SUMAdvantage

program and its benefits for members, the vendor, and SUMA.

The Saskatchewan Water and Wastewater Association (SWWA) was another valuable source of information. They provided insight on the competitive nature among the chemical vendors for Saskatchewan hometowns. They also told us that of the three larger competitors, none would have the capacity to serve all SUMA's members and SUMA, if possible, should partner with more than one vendor.

Manitoulin Transport provided expertise on how to lower the costs of the transportation of dangerous goods.

## Survey Results

SUMA (with help from the SWWA) surveyed SUMA members on water treatment chemicals in December 2016. We received 129 responses, with 114 expressing an interest in participating in a program.

Based on the survey results, ClearTech Industries Inc. (Saskatoon) is the largest supplier of chemicals to our members. They appeared to be averse to the SUMAdvantage group purchasing concept, even after several conversations. Smaller suppliers included Hach Canada (London, Ontario), EnviroWay (Saskatoon), Anderson Pump House Ltd. (Battleford), and Delco Automation (Saskatoon).

Though some themes emerged, the survey showed that we faced some challenges in creating a good RFP and chemical program. Members used a variety of chemicals, many different container sizes within chemicals, had varying order sizes and frequency, and used many different transportation companies.

## Bid Evaluation Committee

The next step was to assemble the Bid Evaluation Committee. We were very fortunate to get a high-calibre team; each member





had first-hand knowledge of water treatment and some had knowledge in purchasing.

### Original Posting

Before posting the RFP, SUMA emailed invitations directly to the top seven chemical suppliers identified by SUMA members. After the RFP closed on June 9, 2017 SUMA had received only one vendor proposal for wastewater chemicals. We were disappointed but not surprised, based on the resistance from vendors in initial discussions.

### Follow-Up Interviews

SUMA contacted the invited vendors that did not submit a proposal. Some said they were not aware the RFP had been posted; some said they were not aware the RFP had already closed; some said they did not want to submit a proposal at all.

One vendor said the RFP seemed biased because only one company could meet all the requirements. The vendor suggested several other reasons Saskatchewan vendors would not respond to the RFP, such as existing contracts and (varied) pricing with members, and delivery logistics.

Two vendors with a strong foothold in Saskatchewan said the promotion they receive from SUMA for the marketing fee (which each vendor proposes as part of their proposals) did not provide enough value for them.

The last vendor said they did not want to participate in the RFP because the RFP did not consider quality versus price. They also said they would be unable to deliver throughout Saskatchewan. However, this vendor did indicate they would be interested in negotiating a chemical contract with SUMA and working together to develop a transportation of dangerous goods RFP.

### Second Posting

The RFP was posted for an additional week on the SaskTenders website. In addition to the posting, each vendor was directly emailed a copy of the RFP for response. Unfortunately, we received no additional proposals during this second posting.

### Lessons Learned

The committee suggested that future RFPs include a committed buy-in from SUMA members, estimated quantities, and specific chemicals for both water and wastewater treatment. Any contract(s) resulting from this RFP should be short term, allowing us to evaluate the program's success.

### Next Steps

The Chemical Bid Evaluation Committee met on July 20, 2017 to discuss the outcome of the RFP.

Having met all stipulations in both the New West Partnership Trade Agreement and the Canada Free Trade Agreement, SUMA can now partner with any chemical company. Therefore, the committee decided to proceed with the evaluation of the wastewater treatment proposal we received, and enter discussions with the two companies interested in partnering with us. If this process doesn't result in a program, we will issue a modified RFP, based on the lessons learned through this process.

Stay tuned, as this program continues to evolve. SUMA and the Bid Evaluation Committee are committed to launching a water and wastewater treatment chemical program for the members.

SUMA thanks all the members who took time out of their busy schedules to talk about water and wastewater treatment chemicals, and the 129 members who participated in the chemical survey. This information was essential to the composition of the RFP. Finally, a special thank you to the Bid Evaluation Committee who were willing to go the extra mile:

- Barry Elliott — Chief Administrative Officer, Town of Nipawin
- Chaun McCurdy — Director of Water Works, Town of Pilot Butte
- Dennis Hunt — Town Foreman, Town of Saltcoats
- Rob St. Pierre, P. Eng. — Maintenance Engineer, City of Saskatoon
- Tania Wendling, MBA — Director, Corporate Programs and Member Services, SUMA. ■

# URBAN*Voice*

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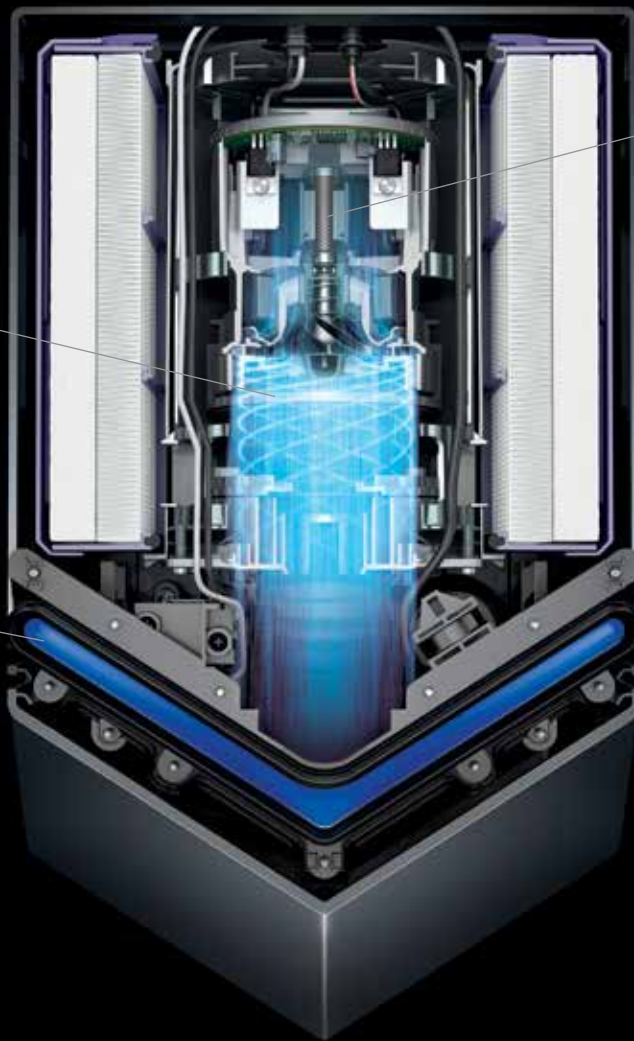
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## Kal Tire Meets All Your Fleet Tire Needs

*Urban Voice* recently sat down with Kal Tire's **Geoff Wiebe**, the company's corporate contact who oversees Kal Tire's SUMAAdvantage program. Geoff apprised us of what Kal Tire offers participating municipalities.

### Q - How can the Kal Tire SUMAAdvantage program help member municipalities with their fleet tire needs?

A - Kal Tire is very proud of our ongoing partnership with SUMA. This partnership has allowed Kal Tire to provide fleet discounts on virtually all Kal Tire products and services. Furthermore, we fully support SUMA's National Account partnerships with both Michelin and Bridgestone/Firestone, which include deep discounts on some of the highest quality tires on the market.

### Q - What is retreading? What are the advantages of retreading? How can a municipality see the retreading process?

A - Retreading is defined as "applying new tread to a used tire (or 'casing') whose original tread has been worn away." There are many advantages to retreading, including deferring tires from scrap piles, reducing carbon footprint (the retread process uses a fraction of the oil that manufacturing a new tire does), and significant cost savings when compared to new tires. These are just some of the reasons that virtually all major transport fleets in North America use retreading in their tire programs.

Kal Tire has one Bandag retread facility in Regina and nine others throughout Canada, allowing us to retread more than

370,000 tires a year. For our fleet customers, we regularly conduct tours of our facilities and recently hosted a tour for some of the SUMA team at our Regina plant. If you are considering retreads or a retread program for your municipal fleet and are interested in a plant tour, please contact **Lisa Rawlings** at the SUMA office (306-525-4466 or [lrawlings@suma.org](mailto:lrawlings@suma.org)).

### Q - Cost and safety are of paramount importance to municipalities. How can Kal Tire help in these areas?

A - Retreading isn't the only way to save money on tires. Kal Tire works tirelessly with multiple tire manufacturers to offer quality products that are competitively priced. Our new passenger and light truck tire installation charges are some of the lowest in the country. Most importantly, our team members are trained to recommend products that are most suitable for your specific application and they understand the value of a detailed tire maintenance program that maximizes value for our customers and keeps tire cost per kilometer at an absolute minimum.

Safety is part of Kal Tire's focus every day. Our team members consider safety in every tire they recommend. We offer an extensive list of tires designed with traction, control, and ultimately driver safety in mind. These include all-weather tires (Kal Tire was the first retailer in Canada to offer these), dedicated winter tires, and even winter tires shipped to us pre-studded by the manufacturer.

Also, our team is outfitted with the latest technology in personal protective equipment available and is trained on the



risks involved when working with tires. We have developed a detailed list of safety-conscious best practices related to virtually every service we conduct including vehicle jacking and hoisting, tire mounting, tire balancing, tire inflating, road-side service, and many more. Our goal is that **every** team member returns home safely **every** day.

**Q - Does Kal Tire offer new-tire specials to municipalities from time to time?**

**A -** Kal Tire works with its suppliers to offer specials and rebates on a regular basis. Currently, we are working closely with the SUMA office in developing some exciting savings opportunities for the upcoming fall tire-purchase season, so stay tuned!



**Q - How do SUMA members place an order with Kal Tire? What about invoicing?**

**A -** Placing an order is simple, just contact your local Kal Tire location and make sure to mention you are looking to make your purchase through SUMA. Kal Tire will take care of everything else. SUMA handles the invoicing and ensures your municipality receives the best discount possible.

**Q - Whom do municipalities call with questions?**

**A -** The best place to call with specific tire-related questions is your local Kal Tire location. For further inquiries, I am Kal Tire's corporate contact overseeing the SUMA program. I am based in Regina and can be reached by email at [geoff\\_wiebe@kaltire.com](mailto:geoff_wiebe@kaltire.com).

Beyond that, team members at the SUMA office in Regina are always willing to help. If they don't know the answer to your question, they will know how to get it for you. ■



## Daryl S. Brown, P.Eng. Land Development Manager, Infrastructure Services



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"Daryl is known for his insight, innovation, and determination in managing the decision making process," recognizes Paul Pinder, General Manager of Associated Engineering's Saskatchewan and Manitoba operations.

Daryl has played an integral role and has lead his team on numerous land development projects of various sizes starting from conceptual design through to construction.

Daryl says, "Associated Engineering encourages creative engineering judgement to enhance design processes to provide our clients the best valued solutions."

Contact Daryl at [brownd@ae.ca](mailto:brownd@ae.ca) or call him at 306-721-2466.







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

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

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Office Products	Supreme Basics	800-667-3690	<a href="http://www.supremebasics.com">www.supremebasics.com</a>
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Fuel Supply	PFA Canada	800-807-3750	<a href="http://www.pfacanada.ca">www.pfacanada.ca</a>
Janitorial Supplies	Staples Business Advantage	877-272-2121	<a href="http://www.eway.ca">www.eway.ca</a>
Mosquito Control	Evergro (Div. of Crop Production Services)	800-661-2991	<a href="http://www.cpsagu.ca/pages/evergro.aspx">www.cpsagu.ca/pages/evergro.aspx</a>
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Affinity Credit Union	33	866-863-6237	<a href="http://www.affinitycu.ca">www.affinitycu.ca</a>
Airmaster Signs	15	204-944-7446	<a href="http://www.airmastersigns.com">www.airmastersigns.com</a>
Associated Engineering	52	306-653-4969	<a href="http://www.ae.ca">www.ae.ca</a>
ATAP	13	306-244-8828	<a href="http://www.atap.ca">www.atap.ca</a>
ATS Traffic	55	800-661-7346	<a href="http://www.atstraffic.ca">www.atstraffic.ca</a>
Beaton Planning	36	306-530-7594	<a href="mailto:beatonplanning@gmail.com">beatonplanning@gmail.com</a>
Blue Imp	34	877-594-0541	<a href="http://www.blueimp.com">www.blueimp.com</a>
Brandt Tractor Ltd.	56	888-227-2638	<a href="http://www.brandt.ca">www.brandt.ca</a>
Bullee Consulting Ltd.	18	306-477-2822	<a href="http://www.bulleeconsulting.com">www.bulleeconsulting.com</a>
Canadian Corps of Commissionaires	13	877-244-6588	<a href="http://www.commissionairesnsask.ca">www.commissionairesnsask.ca</a>
Cansel	37	888-222-6735	<a href="http://www.cansel.ca">www.cansel.ca</a>
Clifton Associates	29	306-721-7611	<a href="http://www.clifton.ca">www.clifton.ca</a>
CN	27	888-888-5909	<a href="http://www.cn.ca">www.cn.ca</a>
Commercial Pool and Recreational Products	41	888-523-9274	<a href="http://www.cp-rp.com">www.cp-rp.com</a>
Ducks Unlimited Canada	4	866-252-3825	<a href="http://www.ducks.ca">www.ducks.ca</a>
Dyson Canada	50	877-397-6622	<a href="http://www.dysoncanada.ca">www.dysoncanada.ca</a>
EPRA Saskatchewan	7	888-567-4535	<a href="http://www.recyclemyelectronics.ca/sk">www.recyclemyelectronics.ca/sk</a>
Federated Co-operatives Limited	24	306-649-5310	<a href="http://www.fcl.ca">www.fcl.ca</a>
Fer-Marc Equipment Ltd	41	306-569-9041	<a href="http://www.fer-marc.com">www.fer-marc.com</a>
Great Northern Growers Inc.	33	306-477-4007	<a href="http://www.gng.ag">www.gng.ag</a>
Handy Hitch	23	800-665-2490	<a href="http://www.handyhitch.com">www.handyhitch.com</a>
Jeff Jackson Playground Pro	17	866-757-5502	<a href="http://www.playgroundpro.ca">www.playgroundpro.ca</a>
KGS Group	12	306-757-9681	<a href="http://www.kgsgroup.com">www.kgsgroup.com</a>
Living Sky Water Solutions	43	306-206-2850	<a href="http://www.livingskywatersolutions.com">www.livingskywatersolutions.com</a>
McElhanney Consulting Services	25	306-649-0740	<a href="http://www.mcelhanney.com">www.mcelhanney.com</a>
Midwest Surveys Inc.	43	855-242-7558	<a href="http://www.midwestsurveys.com">www.midwestsurveys.com</a>
MPE Engineering Ltd.	43	866-329-3442	<a href="http://www.mpe.ca">www.mpe.ca</a>
Park N Play	25	866-551-8188	<a href="http://www.parknplaydesign.com">www.parknplaydesign.com</a>
PINTER & Associates Ltd	43	306-244-1710	<a href="http://www.pinter.ca">www.pinter.ca</a>
Prairie Wild Consulting	36	306-222-8481	<a href="http://www.prairiewildconsulting.ca">www.prairiewildconsulting.ca</a>
Pre-Con Limited	31	306-931-9229	<a href="http://www.preconltd.ca">www.preconltd.ca</a>
Recycle Saskatchewan	29	855-665-6105	<a href="http://www.recyclesaskatchewan.ca">www.recyclesaskatchewan.ca</a>
Saskatchewan Assessment Management Agency	6	800-667-7262	<a href="http://www.sama.sk.ca">www.sama.sk.ca</a>
Saskatchewan Association for Resource Recovery	9	877-645-7275	<a href="http://www.usedoilrecyclingsk.com">www.usedoilrecyclingsk.com</a>
Saskatchewan Heavy Construction Association	33	306-586-1805	<a href="http://www.saskheavy.ca">www.saskheavy.ca</a>
Saskatchewan Parks and Recreation Association	12	306-780-9231	<a href="http://www.spra.sk.ca">www.spra.sk.ca</a>
Saskatchewan Scrap Tire Corporation	21	306-721-8473	<a href="http://www.scraptire.sk.ca">www.scraptire.sk.ca</a>
Saskatchewan Workers Compensation Board	45	800-667-7590	<a href="http://www.worksafesask.ca">www.worksafesask.ca</a>
SaskCulture	41	866-476-6830	<a href="http://www.saskculture.ca">www.saskculture.ca</a>
SaskEnergy	11	800-567-8899	<a href="http://www.clickbeforeyoudig.com">www.clickbeforeyoudig.com</a>
SaskPower	10	888-757-6937	<a href="http://www.saskpower.com">www.saskpower.com</a>
SaskWater	2	800-230-1111	<a href="http://www.saskwater.com">www.saskwater.com</a>
Shercom Industries	19	888-743-7266	<a href="http://www.shercomindustries.com">www.shercomindustries.com</a>
Southeast College	33	866-999-7372	<a href="http://www.southeastcollege.org">www.southeastcollege.org</a>
Stantec	16	306-781-6400	<a href="http://www.stantec.com">www.stantec.com</a>
SUMAssure	40	866-450-2345	<a href="http://www.sumassure.ca">www.sumassure.ca</a>
Suncorp Valuations	3	800-764-4454	<a href="http://www.suncorpvaluations.com">www.suncorpvaluations.com</a>
TAXervice	28	877-734-3113	<a href="http://www.taxervice.com">www.taxervice.com</a>
The Lung Association of Saskatchewan	47	888-566-LUNG	<a href="http://www.sk.lung.ca">www.sk.lung.ca</a>
Western Recreation & Development, Inc.	15	800-781-6041	<a href="http://www.waterparks.ca">www.waterparks.ca</a>

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