

UMAAS UPDATE

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President's Message

- Shelley Funk, President
UMAAS

It's November 15/10 and the snow has arrived! The weather has been relatively kind this last month, after a summer of water! I am sure there have been other construction seasons that have been challenging, but I can't remember being so frustrated at not being able to complete any project. Municipal Administration is now becoming more like farming, next year country!

Your Executive met on September 24 & 25 in Saskatoon, joining with the RMAAS and SASBO Associations on the Friday evening for supper and networking. The SASBO President shared information about how their organization has changed with the school division reforms. He explained why those pesky school liability statements are so vital to their operation, especially now that they do not set their own tax levy rates. RMAAS President Don talked about the internship program that SARM is funding using its "MOG" grant, something that is more difficult for SUMA because of the difference in grant distribution structure. Our Executive members will pursue this issue to ensure that urbans also have an internship program.

A major portion of the discussion centered around the financial workshop training. UMAAS facilitated these workshops which were held October 5-7/10, because of significant requests by our members. Services of an auditor were contracted for both the 2009 and 2010 workshops, with the invaluable assistance of Steve Brown from Municipal Affairs. Now that the workshops are complete, and the considerable amount of resource material is available on the website, your Board will work to ensure that there is ongoing online financial statement and budget preparation support

for our members. Our Executive will meet on November 19 & 20/10 with the Minister of Municipal Affairs, Hon. Darryl Hickie, and with SUMA representatives, and we will definitely discuss these needs, along with many other items that are important to our Administrators.

At the fall regional SUMA meetings, our Executive members made a presentation on municipal capacity with regard to staffing succession, and it has caught the ear of both our elected officials and our Provincial government officials. Approximately 49% of existing Administrators will be eligible to retire within 5 years (MEPP statistics), and we know that this is reflective of the rest of our municipal staff. Succession planning in municipalities will be key in the next few months and years. A number of municipalities are forming joint offices, and UMAAS has been asked to provide a combined Salary Guideline schedule. The Board will begin a review of its' Strategic Plan at the November meeting, to identify the demands we are faced with in these changing times, so that our members have the tools to succeed in the midst of change.

The UMAAS website posts all Board minutes and newsletters. Please contact your Division rep or anyone on the Executive at any time if you have questions on what we do, because it can only make us more effective. We encourage all Administrators to attend the SUMA Convention in February/11 in Saskatoon along with your Councils. On behalf of the entire UMAAS Board, I would like to wish all of you a wonderful Merry Christmas, and a peaceful and stress-free New Year. In other words, we hope you all can have a hot holiday just after audit, and no more floods!

Executive Director's Report

- Richard Dolezsar,
RMA

"WHAT DOES THE FUTURE HOLD IN STORE FOR UMAAS?"

So many things have crossed my desk as Executive Director recently that I have to ask the foregoing question.

In our UMAAS Executive files we are looking at our Association's Strategic Plan Objectives for the next five years, a recent Department draft Sustainability Self Assessment document for Municipalities, a Discussion Document relating to possible Special Service Area legislation and support measures for the initiation of the concept for Chief Administrative Officer (CAO) designation in appropriate circumstances.

One thing is for sure, in time there will be changes. Probably emanating from the internal forces in our own municipalities that will dictate what a sustainable local government body will have to reasonably, efficiently and capably provide to our residents, and need for the retention of key employment positions.

The UMAAS Executive, with the extreme variance of employers that our members work for, routinely finds itself in a very difficult position. Executive members have the responsibility to represent all of our membership. At the same time one of the primary goals is to promote the allure of our professional careers to potential up and coming Administrative officials, especially due to the current shortage of qualified applicants we are seeing, and the projected number of retirements which will occur over the next five years. This means the promise of local community recognition, opportunities to advance oneself, attractive wage and benefit packages and enjoyable working conditions all have to be sincerely, readily and positively construed as part of the overall opportunity to new people in order to influence their career path decisions. In order to make a valid claim to all of the above primary career path ingredients, municipal bodies will have to meet the challenge of meeting these basic career needs on a parallel path. The municipal corporation will have to clearly show that they are significant enough in size and financial capability to provide those basic human resource needs and develop

positions which clearly provide the authorities, responsibilities and remuneration of a the new age CAO.

There clearly and definitely will be attitudes to overcome, Leadership at all levels, from UMAAS, to SUMA, to the Department of Municipal Affairs, to local councils, will have to step forward to proactively address the sustainable structures required, and challenges encountered, in attracting and maintaining sufficient professional and competent municipal administrations.

Looking at the work UMAAS itself needs to do, I need only refer to the initial draft of our Five Year Strategic Plan to list a multitude of Strategic Goals and associated objectives which we will be working on in the near future. This includes items such as: Educational Opportunities, CAO Job Standards, Career Promotion at all opportunities, Retirement and Succession Planning, Update and Promotion of Salary Guideline, Internship and Mentor programs, Improve Communication Tools and Public Perception, Strengthen Relationships with Fraternal Organizations, SUMA and Municipal Affairs and increasing interest in our Executive Positions. As you will readily agree this is no small order, but in all, these items are vital to the members of our Association and the municipalities in which we will serve.

The question isn't will there be a new structure or face on many Saskatchewan municipalities as we now know them, but rather when, and how can we help to ensure a reasonable, acceptable and common sense transition which will serve us for many years into the future. Depending on where you sit on the subject, you may not appreciate the above statement, but in the end, that will not change the harsh reality.

Even though we may all sit and ponder as to "What the Future Holds?" let's all take a step back from our everyday issues and enjoy the spirit of the season with family and friends. Merry Christmas and Happy New Year to all from the UMAAS Executive office!

LITTLE GIRL ON A PLANE

An M.P. was seated next to a little girl on an airplane so he turned to her and said, "Do you want to talk? Flights go quicker if you strike up a conversation with your fellow passenger."

The little girl, who had just started to read her book, replied to the total stranger, "What would you want to talk about?"

"Oh, I don't know, said the M.P. "How about global warming, universal health care or stimulus packages?" as he smiled smugly.

"OK," she said. "Those could be interesting topics but let me ask you a

question first. A horse, a cow and a deer all eat the same stuff - grass. Yet a deer excretes little pellets, while a cow turns out a flat patty, but a horse produces clumps. Why do you suppose that is?"

The legislator, visibly surprised by the little girl's intelligence, thinks about it and says, "Hmmm, I have no idea."

To which the little girl replies, "Do you really feel qualified to discuss global warming, universal health care, or the economy, when you don't know shit?" and, then she went back to reading her book.

C.A.M.A. REPORT

On behalf of CAMA President Jacques Des Ormeaux, the CAMA Board and staff, I would like to thank UMAAS for the opportunity to tell you about CAMA. I am the Vice President and represent Saskatchewan, Manitoba and Nunavut on the CAMA Board. I am one of the eleven Directors from across Canada. CAMA is a national, non-profit Association open to all CAOs, City Managers and any person employed in a senior management position that reports directly to the CAO or City Manager. CAMA currently has 465 members including 19 from Saskatchewan.

As a backgrounder, I would like to tell you about the Strategic Plan of CAMA, which the Board is reviewing at our Board meeting at the end of November. The Strategic Plan has a number of goals and I would like to inform you of the five key initiatives:

RAISING THE PROFILE AND IMAGE OF CAMA

The actions we have taken to achieve this goal are:

- 1) Awards of Excellence Program: This year awards will be accepted for populations less than 20,000, between 20,001 and 100,000 and over 100,000 giving the Awards Jury the opportunity to present a total of nine awards in the following three categories: education, environment and innovation. This program will be open for nominations in January 2011.
- 2) CAMA has a new refreshed logo, new professional promotional material and a totally revamped website.

BUILDING RELATIONSHIPS

- 1) The CAMA Board meets with FCM two times a year to exchange ideas and understand issues each organization is facing.
- 2) Meets with provincial associations at the CAMA conference.
- 3) Encourages Board members to attend the Provincial Association Annual Conference.
- 4) Reaches out to the International Associations
 - attend the International City Managers Association (ICMA) Conference and Annual International Meeting.
 - have working agreements with SOLGM New Zealand; LGMA Australia; and ICMA United States.

EXPAND/ENGAGE MEMBERSHIPS

- 1) A pilot project for a one-year trial membership for CAMA. New members will receive their first year membership at half price and CAMA would pay the provincial association \$50.00 for each new member. This offer is currently being considered by the UMAAS Board.
- 2) Invite intern students to attend our Annual Conference.
- 3) Host a First Time Delegates Reception at the CAMA Conference.

EXPANDING MEMBERSHIP SERVICES

- 1) Member Section in our new website which includes the member database, a pension portability checklist, and other best practices documents.
- 2) Job Scene e-mails to all members on a weekly basis. All members receive a discounted rate on advertising.
- 3) E-brief, our regular news, is received by all members bi-weekly.
- 4) Awards of Excellence database ability to view the information of all of the project submissions

LEADERSHIP DEVELOPMENT

- 1) CAMA offers five \$2,000 grants to membership communities to host Professional Development workshops. This program is competition based.
- 2) The CAMA Board has taken a lead role in the Annual Conference to ensure there are professional development sessions and opportunities for the registrants.

We, as a Board, are proud of the Strategic Plan and we hope the plan and its goals are dealing with issues our membership has brought to our attention.

So what would a CAMA membership give you as a professional municipal administrator?

- professional development opportunities
- an extensive network of professional contacts
- access to an interactive website
- CAMA National Job Scene
- you will receive E-Brief, the bi-weekly Newsletter of the Association
- discounted memberships in ICMA
- opportunity to participate in the Awards of Excellence Program and Professional Development Grants Program
- CAMA membership directory
- access to white paper and best practices such as sample employment contracts and a pension portability check list

I believe that you, as a professional municipal administrator, will benefit by being a member of CAMA. I look forward to speaking to you personally about a membership. Thank you for the opportunity to tell you about CAMA.

Jim Toye,
CAMA First Vice President
Representative for Saskatchewan,
Manitoba and Nunavut

UMAAS Director - Division 1 - Steven Piermantier

Raised on a farm outside Lampman, Saskatchewan, I obtained my Bachelor of Commerce degree from the University of Saskatchewan in 1994. After working various jobs after university, including farm machinery sales and working in the Credit Union system, I took the Local Government Administration course in 1997.

I began my municipal career in the Town of Kamsack in 1998. We had originally moved to Kamsack as I was taking a loans officer position with the Credit Union. When the Assistant Administrator position became available, I felt if I didn't use the LGA course then, I may never use it. I became the Town Administrator in 2002 and held that capacity until the end of 2004, when we moved to Kerrobert and I became their Administrator. I obtained my Standard Certificate in March, 2000 and my

Advanced Level I Certificate in March, 2005.

During visits to the SUMA convention in 2005 and 2006, I met some of the Council from Nipawin and thought that it was a community that we could enjoy, with numerous recreational activities, excellent schools, and the smell of the pines in the air, but not too far from family. In July, 2006, after the retirement of their Administrator, I accepted the position of Administrator for the Town of Nipawin, a position held to this day.

My wife and I have 2 sons who are actively involved in sports. During our leisure time we enjoy camping, fishing, and visiting with family and friends.

Municipal administration is always eventful...you never know what new challenges are ahead. I look forward to serving on the Executive as Director for Division 5. I was elected to the Executive in June, 2010.

Community Profile - Town of Nipawin

In recent years, Council has embraced thinking regionally as one of the keys to future growth and success as a municipality. In May, 2010, Council approved a strategic planning document, "Report on Nipawin 2020 Action Plan Preparing for Growth" which contains several recommended strategies to grow Nipawin and area. In 2007, The Town of Choiceland, Town of Nipawin, Village of White Fox, and RM of Torch River, along with private investors, purchased an abandoned section of rail line that runs from Nipawin west through the RM of Torch River. Torch River Rail was formed, and in 2009 the project was a Saskatchewan Municipal Award recipient in the Economic Development Leadership category. The Town has been a joint owner and operator of the Nipawin and District Regional Landfill for several years, and has partnerships with neighbouring municipalities for

fire protection, emergency response services, road maintenance, and recreational facility funding. After an initial meeting facilitated by the MCDP in December of 2008, the Twin Lakes Community Planning Association (TLCPA) was formed, which currently has seven municipal members and recently received funding to develop a regional Official Community Plan and congruent Zoning bylaws to govern the future growth of the region from a land use perspective.

Nipawin continues to be one of the top tourism destination areas in the Province, with world-class fishing, parks, golfing, and a strong retail and service sector. Nipawin is a full service community with a top education system, growing post-secondary facilities, full service healthcare and district hospital. Come and visit Nipawin - Exceptional by Nature.

Executive Editorial

Regionalization - Friend or Foe?

In recent years the Province has changed the way health care and education are managed. The theme has been amalgamation: take a number of independent entities and combine them to create larger ones. I realize the "A" word wasn't very popular back in the early 2000's with Mr. Garcea's report regarding the future of municipal governance in Saskatchewan. The reason being, more often than not, was the idea of forced amalgamations, rather than amalgamation by choice. Regionalization, on the other hand, could be something that is more palatable for most municipalities, and is occurring more and more all the time.

Numerous municipalities already participate in regional initiatives, from landfill operation and fire protection to recreational facility funding, land use planning, joint purchasing, equipment sharing and others. How have these agreements, formal or informal, originated? One reason is through a common realization that one municipality may not be able to afford the resources financial, staff, equipment, or otherwise to provide a service to its' residents without the assistance of another. A second reason is choice: municipalities have the choice to participate, depending on the benefits realized for their residents. A third is level of service: a municipality may be able to provide an increased level of service for their residents if a service is provided regionally.

The extent of regionalization depends on the resources each municipality brings to the table, a municipality's needs, and the willingness to participate, including the willingness to give up control. The "C" word has elicited as much emotion in municipal governance over the years as the "A" word, but municipalities are beginning to work together more than ever. I personally believe Mr. Garcea's report would have been more acceptable to municipalities if the provincial government of the day would have provided assistance to municipalities to regionalize. The Municipal Capacity Development Program was created after politicians at the municipal and provincial levels recognized the benefit of inter-municipal cooperation in the provision of services, and to me is a step in the right direction. The Planning for Growth program is an example of assistance provided for municipalities to work on regional projects, and the ideas shared by the successes and challenges of municipalities participating in this program will spread throughout the Province.

Best practices are emerging from across the Province, and

municipalities are more engaging than ever to share what works for them not only as an individual entity but also what has worked when they've combined forces with another municipality on a project. The Saskatchewan Municipal Awards acknowledge the work municipalities have done to enhance the lives of their residents, and of the 20 winners since the program was announced in 2006, 8 have been projects between more than 1 municipality. This shows that regionalization, in whatever form, is working and will continue to be pursued by municipalities in Saskatchewan.

How does a municipality gauge the benefits of regionalization? One of the easiest to determine is cost: 2 municipalities may be able to provide a service at a lower per capita cost than if each continued to provide the service themselves. Both current and future costs must be considered in this equation. For example, paying to construct a new landfill can cost hundreds of thousands of dollars, and it could be cheaper to join forces with neighbouring municipalities on a regional landfill than have each construct their own. Service delivery should be considered. Is a service available in another municipality that currently isn't available in my own? Would it be beneficial to have that service provided to residents? Level of service must also be considered: are residents going to see any change in service levels if provided regionally? What if a service could be provided cheaper regionally, but resulted in decreased levels of service? Is this acceptable? Each municipality must decide for itself the reasons it would pursue regional cooperation, and not all services will be applicable. Such decisions are for Councils to answer.

The future of municipal governance in Saskatchewan may be different than what we see today, but one thing for sure is municipalities will continue to look for the most efficient way to provide the highest levels of service for their residents. Regionalization will be part of this process, and Councils must determine the participation in regional activities that is the best fit for their residents.

- Steven Piermantier
Director - Division 5



"We find our younger employees respond better to 'try to beat your high score,' than 'we need to increase profits.'"

ADVERTISING RATES - UMAAS UPDATE

Published 3 times a year -
April, Sept., Dec.

	<u>Member</u>	<u>Other</u>
Page	\$150	\$200
½ Page	\$75	\$100
1/3 Page	\$50	\$70
1/4 Page	\$35	\$50
Card	\$20	\$25

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Mr. NussBaum is under annual retainer to
your Association and is available to
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E.F.A.P.

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Do You . . .

- have difficulty coping at work?
- live in fear and apprehension?
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- find living stressful instead of exciting?
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