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Aileen Garrett, CAO, Town of Unity
UMAAS DIVISION 4 DIRECTOR, 2017 Conference Chair
“Responding to the Challenge”
June 6 to 9, 2017 - Saskatoon Travelodge

Municipalities play a significant role in the lives of Canadians. Every day they face new demands from citizens, councils and other orders of government even though over the years the revenue streams have continually dried up. In the midst of this change in the municipal setting, the role of the administrators has also evolved to meet increasing expectations. Administrators are gradually being required to take on many more roles than in the past in the face of mounting challenges where they must try to balance the existing priorities, new developments and scarce revenues without jeopardizing the satisfaction of the various stakeholders.

Greater pressure is also put on administrators to excel in their position as they face various ‘headaches’ like competition for hiring and keeping an efficient and productive labour force, dealing with more complex social conditions, emergency preparedness and public safety and growing environmental problems just to name a few.

These current adversities can be overwhelming. This is why I believe there must be a greater effort to equip them with the necessary tools and confidence that will allow them to successfully address these issues so that they can help build, grow and manage strong vibrant

communities throughout our province. As such, "Responding to the Challenge" is the chosen theme for the upcoming 2017 UMAAS Convention.

Acknowledging the challenges in both our professional and personal lives, the convention committee has organized a line up of educational sessions and fun filled entertainment that will appeal to all. Convention highlights include topics such as Harassment, Communication, Bylaw Enforcement Panel Discussion, Procurement - Financial best practices etc.

For the Thursday’s networking afternoon, attendees will have a choice between Golf/BBQ at the Rosthern Valley Regional Park or a Saskatoon - Women on the Go Bus Tour. Finally convention wind down will be a light hearted look at managing stress "How to Fit a Heart Attack into Your Busy Schedule!"

On a concluding note, I encourage all our members to attend the 2017 UMAAS Convention to network, overcome our challenges and welcome new opportunities.

See you in June!

President’s Editorial

- Jason Chorneyko, President of UMAAS

“Another One Bites The Dust”

As I am writing this editorial a blizzard is raging across Saskatchewan. Unfortunately this is not the only storm brewing in Saskatchewan. I have written and stated numerous times that CAO’s/Administrators are not a dime-a-dozen. We work in a very demanding, high-stress job. The CAO shortage that UMAAS has been predicting for the past 5-10 years is now being seen all across the Province. For this reason it is especially frustrating to see high quality people either leaving the profession or being forced from the profession due to Council dysfunction, indifference, or outright harassment.

In order for a municipality to function properly and efficiently a rapport of mutual trust must be established between Council and the CAO/Administrator. This is a two-way street requiring a commitment from both Council and the CAO/Administrator. If either side is not prepared to work for the good of their community, this does not bode well for the CAO/Administrator as it is this person who will bear the brunt of the criticism.

To be fair, not every person hired to the position of CAO/Administrator has the tools to succeed in this challenging but rewarding profession. Through being in the profession for almost thirteen years along with my association with UMAAS, my role as a mentor, and a person who performs office inspections I have come across a few people who have no business being a CAO/Administrator. However, I have come across mostly very intelligent, hard-working people who simply need a little guidance and time on the job to excel as a CAO/Administrator. I look back to July 5, 2004 when I entered the profession and am thankful that I not only entered a well-organized office but that I had the support of my Council who gave me the time to find my own place in this profession. In my situation it took me a full two years before I felt confident enough to perform my duties without the safety net of the Municipal Advisors.

Another point in being fair to Councils is that, like me, there are a lot of long-serving CAO/Administrators who obviously have the support of their Council. Regardless, Council/CAO discord seems to be raising its ugly head more often. Just in the past few months, in my small circle of colleague acquaintances, I have seen one CAO file a harassment complaint, one considering filing a harassment complaint, one termination of employment, and one resignation. Harassment is self-explanatory and should never be tolerated, although that is easier said than done. The resignation was from a CAO who just could not imagine working with an extremely dysfunctional Council for the next four years. And if Council wants to terminate a CAO because they “want to go in a new direction”, then Council should be sure what direction they are heading before they lay the blame on the CAO.

Not all CAO/Administrator vacancies are caused by Council/CAO disputes and most are allowed to leave the profession of their own volition. I want to give a shout out to my colleague down the road, Gloria Leader from the Town of Foam Lake. After a long and distinguished career Gloria has decided to retire as of December 31, 2016. I called Gloria today and lo and behold she is still working. The reason Gloria is still working is because she is a professional who does not want to leave her beloved community without a replacement for her. Kudos to you Gloria and best wishes in your retirement, whenever that occurs. I will miss our conversations and shared advice we provided each other.

In closing, to those having issues in the workplace, please keep your chin up and soldier on. Also, this will be the last newsletter before our UMAAS Convention. I look forward to interacting with my colleagues, both old and new, and look forward to meeting the new crop of CAO/Administrators.

Executive Director Editorial

- Richard Dolezsar, RMA

Retirement Decision Making, It's Harder Than you Think.

What I once thought was going to be a fairly straight forward decision is turning out to be anything, but that. When you are in your earlier years in the work force the thought of retirement seems like something so far off you'll never have to deal with it. As time marches on however, and you reach the 2nd half of your career thoughts of retirement and when is the right time to do so start to take up more and more of your idle moments.

So when is the right time to retire? I am beginning to see that there is no magic financial formula, no magic age and no ideal circumstance of which to aspire to. My initial thoughts were that it would simply be a financial decision, but the ideal situation of having your combined pensions and whatever investment revenue you may have been able to set up for yourself produce enough cash flow to cover all your expenses for the rest of your life is a next to impossible dream, especially if you have expensive outdoor hobbies that you have no intention of giving up.

A few years ago thoughts of retirement and dreams of golfing one day and fishing the next all summer, coupled with some travel to warmer destinations in the winter along with the enjoyment of our regular winter activities around home seemed extremely attractive and quite desirable. However when you try to apply that theory to practice you'll soon find that the cost of living including the somewhat expensive recreational activities your family enjoys will rise significantly if you had time to do them every day.

Once you reach that realization you begin to think that it's really no big deal because you'll just pick up one of those ideal part time, work anytime you want jobs to make up the difference. The only problem with that scenario is that there are very few of these ideal scenarios out there. Let's face it, rather than being the CAO of municipality who is able to somewhat control your working schedule and holiday time off, most part time jobs require you to go to work not when you want to, but when you are needed, based on that employers schedule of events. As such retirement may require some type of identity shift and acceptance of someone else controlling your part time job schedule.

At any rate you're probably wondering where I am heading with all this? These are all scenarios that have been mulling through my mind the last cou-

ple years. I also have had the benefit of seeing my spouse retire midway through this past year. That has given me some firsthand experience with seeing someone else handle the life changes retirement produces. This has got me thinking that if your career situation is a good one, and you are still basically enjoying going to work there is no down side to staying on until you know for sure it's time to go. I'm starting to think the secret of a happy, healthy life isn't whether you retire or not, but simply are you comfortable and content doing what you are doing, do you like the people around you and vice versa, while at the same time do you have reasonable time to do the things you enjoy and want to do. Don't fool yourself, I don't know of anyone who fishes and golfs everyday even after retirement and if they did, eventually it wouldn't be as much fun anymore.

There are so many questions you have to prepare yourself for in retirement as well, that you better allocate some time and resources to research them. When should you claim your Canada Pension? What kind of health coverage are you going to need? How much can you safely spend each year and how will inflation affect your retirement budget? How are you going to manage your RRSP and TFSA funds and when will the right time be to use them? How long will you maintain your existing residence and where are you going to live after that? And so on. For everyone's different situation there will be different questions, but one of the biggest ones is always "What will you do?" Retirement isn't only about quitting your job. It will be your opportunity to have complete control over how you spend your time. Some of us are going to miss that sense of purpose and the friends that our jobs provided to us, while others probably can't wait a minute longer than they have too and just want out of what could be a stressful environment?

One thing for sure is that every one of us is in a different situation, a different environment and we all have different expectations as to what retirement will mean to us. In my own instance I have tried hard to use math, average life spans, financial projections and other means to pick that allusive perfect date at some point in the future. What I've found is at the conclusion of all those efforts I am still very unsure and at this point going one year at a time until you know for sure it's time, seems like the sensible and safe alternative. After all, "Age is a question of mind over matter, and if you don't mind it doesn't matter" plus now I have the luxury of a safety valve which will allow retirement any time I want, so here we go for another year!

Community Profile

- Battleford

Historic Battleford, once the capital of the Northwest Territories, is centrally located along the Yellowhead Highway HWY #16 about halfway between Saskatoon and Lloydminster. With a population increase of 9% at the last census, Battleford is a growing and dynamic community with a population of 4,429. It is surprising to learn that the Town's boundaries haven't been substantially adjusted since the original planning was completed when Battleford was the capital of the Northwest Territories. Currently, the Town has homes being built in three different subdivisions and is poised for commercial and industrial growth through two new subdivisions along HWYs #4 and #16.

Most of Battleford's residents are young families with professional

careers. Families live here for the economic opportunities and the clean, safe, and friendly neighbourhoods with affordable housing, taxes, and utility services. Residents have great access to several recreation, leisure, culture, and art opportunities with our neighbours to the north. One of the many features that is popular for our residents, and neighbours to the north, is the valley with great walking and biking trails that become walking and ski trails in the winter. Battleford is also home to many century old buildings including the iconic Canada Post Building, the Town Hall, Fred Light Museum, original Northwest Territories Land Titles Building, the first Presbyterian Church in western Canada, and Fort Battleford. History seeps through day to day living in the Battlefords as she prepares and grows for the future.

CAO Profile

- John Enns-Wind - Town of Battleford

John has been around the edge of municipal life since he started his career in Yellowknife. First as a contractor with the City of Yellowknife reviewing public housing and utility billing of office towers. I then worked on behalf of Diavik Diamond Mines researching and writing the socio-economic baseline for communities surrounding the future diamond mine. One of my highlights in the Northwest Territories was to partner with a consultant to research and

write an Economic Development Strategic Plan for the Northwest Territories and Nunavut. Building community is important to me and is something I have done in different roles as a volunteer, consultant, and mayor of Kindersley. Today I am the CAO of Battleford and enjoying the constant change and challenges. My education includes two graduate degrees: an MDiv., and MBA.



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\$139.00 - Standard Doubles
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Board of Examiners Report **March 29, 2017**

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