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“MANAGING UNCERTAINTY” 2020 UMAAS CONFERENCE “NAVIGATING THE FUTURE”

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President's Message

- Jason Chorneyko
President UMAAS

"It's A Wonderful Life"

I was going to title this editorial "Merry %\$#@! Christmas" but decided to tone it down a bit. I am still going to rant; however, I really love the Christmas Season.

I have previously written about my frustration with the implementation of new municipal software. As my office is coming up on three years with the software, and as I was just beginning to see the light at the end of the tunnel, ransomware infected my servers. We lost all entries made after December 5, 2018. My staff and I are undergoing the tedious process of re-entering almost one year of transactions. In addition, I have an auditor who has gone MIA. Could new municipal software and a new auditor be in my future? Stay tuned.

The following items, in no particular order, have also contributed to my foul mood:

- 1) Our UMAAS Disciplinary Committee is currently dealing with more files now than I can recall in my first ten years on the Executive. There still seems to be a lot of conflict out in administrator world.
- 2) We just came off a Federal Election that showed leadership is lacking on all political fronts. In addition, this was a very troubling election campaign where attacking the other person took precedence over actually stating each political party's platform. The reliance on attack ads seems to be the new norm.
- 3) The Federal Election also showed a real frustration in Western Canada. Unfortunately, this frustration has spawned the splinter group called Wexit. Wexit is loud but I am confident that reason and collaborative efforts will prevail in the end. The "right" cannot ignore all environmental concerns; the "left" cannot ignore economic consequences; and the "centre" needs to get off the pot and get things accomplished.
- 4) Impeachment proceedings in the US are turning into a real soap opera.
- 5) I am so tired of hearing the term "fake news" every time something is reported which does not line up with the views of whomever is taking in the news. There is so much real misinformation that we do not need to vilify true news organizations.
- 6) Don Cherry was fired from Hockey Night in Canada. From the footage I saw, his employment was terminated for two words – "you people". Love him or hate him, he was a true Canadian icon.

But all is not doom and gloom. In my community, we recently held our Grand Opening of the Cooperative Place Sports Complex. This is a fantastic arena/golf clubhouse/sportsground facility in which I am very proud to have participated. Now all we have to do is pay for it. On a side note, my recreation hockey team, the perennial whipping boys of the Wynyard Commercial Hockey League, are a respectable 1-2-1 early in the hockey season.

My colleagues continually impress me. There are numerous projects going on all over the province for which our membership should be very proud. All these infrastructure projects are vital to providing the services demanded by our citizens and there is a lot of CAO blood, sweat, and tears that go into these projects.

The UMAAS Executive continues to work diligently on behalf of the membership. We ran the Fall workshops, attended the U of R Career Days, and continually meet with various organizations and government agencies to further the cause of CAO's around the province. A very competent, hard-working group of people represents the UMAAS membership. I wish to commend the entire UMAAS Executive for a job well done.

In closing, and as we are fully into the winter season, on behalf of the UMAAS Executive, Merry Christmas to all. Enjoy your time with all the significant people in your life.

Executive Director's Message - Richard Dolezsar, RMA

"Managing the Uncertainty"

I recently had the opportunity to review the results of several national surveys of Municipal CAO's which highlighted current trends and managerial concerns in municipalities across the country. I am going to outline some of the basic themes that emerged that I am certain we share right here in Saskatchewan.

First of all it is a stressful time for all of you. Fiscal stress remains one of the leading factors along with many other anxieties, ranging from job security, council relations, fear of not being able to provide certainty to employees, to the fear of letting down the people and communities who rely on us.

There is no doubt in my mind that morale matters. If the CAO's who completed these surveys are a snapshot of how municipal administrators are feeling then we could easily surmise that the overall performance of the system could be improved by trying to take measures to reduce uncertainty and lower levels of anxiety at the local level. Administrators need to work with a level of confidence that allows them the capability of being the proactive, creative and innovative leaders that they are expected to be.

"Hurry up and wait" is another scenario that erodes our capability to effectively plan and control financial plans for the future particularly on large capital projects. An example I will use is last springs Investing in Canada Infrastructure Program round of submissions of Expressions of Interest to which municipalities were to be advised on in the fall of 2019. This date has come and gone with no word from the province on next steps. At this point it is almost impossible to plan undertaking of a 2020 Capital Project which you have applied for because of the fear of initiating the project prior to an official approval, if you would be so fortunate as to receive one. Starting before an official approval will render the project ineligible which could literally cost your municipality millions in lost grant funding. If it is an absolute priority project relating to infrastructure such as the handling of sewage waste, which may disastrously fail at any time, what do you do, and of course should the failure occur who will be looked at as failing to initiate corrective actions in time?

The surveys also noted that the continued mismatch between financial resources and service delivery

obligations is getting worse as provinces continue to download or retract services from that level. Fiscal problems will not be solved by passing them on to municipalities. There is only one taxpayer, and municipalities receive the smallest share. If citizens are made to shoulder more of the burden via their property taxes, it will continue to decrease the fairness of the way we pay for government overall and produce more and more challenges to the fairness of tax policy.

Another key task of CAO's that was identified as a huge concern is the current "War for Talent". With the impending retirement of many of aging Baby Boomers the competition to attract and retain the best employees has never been as challenging as it is now. The ability to provide a rewarding and fulfilling work environment has become crucial in order for the municipal sector to compete in the marketplace.

A major conclusion from the firm which undertook the survey was that the CAO's who completed the survey came across as very professional. By their role CAO's are not political, we are professional administrators, but we are still human beings. We typically are not whiney and do not tirade about cuts, change or politicians. We do not rely on a "tax and spend" orientation and we want to be part of the solutions that every municipality has to devise to survive today. We do not simply defend the status quo, we are very aware of the administrative realities and if necessary we are up to the job of restructuring.

As usual I always like to conclude my articles with some sort of humourous story and in these days of political correctness when even Don Cherry can't get away with anything it is becoming more and more difficult to find appropriate humour. Here goes:

"Tom had this problem of getting up late in the morning and was always late for work. His boss was mad at him and threatened to fire him if he didn't do something about it. So Tom went to his doctor who gave him a pill and told him to take it before he went to bed. Tom slept well and in fact beat the alarm in the morning. He had a leisurely breakfast and drove cheerfully to work. "Boss", he said, "The pill actually worked!" "That's all fine" said the boss, "But where were you yesterday?"

Merry Christmas and Happy New Year to all !

Executive Editorial

- Ferne Hebig
CAO - Town of Naïcam Director División 5

Making it Work

Even more now than ever municipal offices are being asked to reduce red tape and make things easier for people. This trend will only increase into the future with municipalities being expected by the general public to be able to keep up with other business and corporations on the basis of customer service. This is not easy and will mean a great number of changes to bylaws and policies to make them easier to administer on the front lines.

What member of the public wants to hear that they have to wait for a month for Council to approve a headstone for their loved one's grave or have a street closed for an upcoming parade or car show? How many hoops does someone in your community have to jump through to have their small home based craft business approved? Some municipalities are well on their way to enabling their front line staff to provide increased levels of service to the public, but many of us are just starting down this road.

When doing our jobs administering and enforcing we have to remember we also have the opportunity to simplify and enable. I myself am often guilty, as a rule follower by nature, of following the rules literally to the written letter. I often have to remind myself to consider the spirit or intent of the rule and see if there is any room for a positive or helpful interpretation. I ask

myself some of the following questions:

- If the rules don't say "it can't be done", what is stopping you from allowing it?
- Why was the rule put in place and what is the expected outcome from this rule?
- Can we, within the current rules, find a way to make things happen for the customer in a fair and positive way? If not, what has to change?
- What can we do to make things simpler, quicker, or a more positive experience for the next person?
- What can we do to enable the front line staff to more easily serve the public?
- What are your Council and Community's expectations when it comes to administration and enforcement? How much flexibility is expected?

I'm as guilty as anyone in being awfully sticky when it comes to the rules and find that there is often a better way, I just have to take the time in reflection to find it. This sometimes means not responding with an answer as quickly as I normally would, as I often jump on something when I believe I have an answer. I say to myself, "yes, but this is not necessarily the answer we are looking for". There isn't always one right answer but there is probably one that is best, you just have to find it.

Administrator's Profile

- Ferne Hebig
CAO - Town of Naïcam
Director División 5

As my professional bio is on the UMAAS website already I figured I'd make this one a little more personal. Born and raised in Meadow Lake, SK my big sister Christine and I both helped out in the family auto body business (mostly we chilled in the coffee room or swept the floors). We often helped relatives on their farms do everything from butchering chickens to weeding acres of strawberries in a u-pick garden.

In junior high we helped our Dad in his real estate company (we were traded after school snacks for our typing skills LOL). As a high school student, and until I moved to Saskatoon in 1997 with my husband Don and baby daughter Deidre, I worked for my parents in

their restaurant. This is where my life in the service field began, pretty much from birth, in a family of entrepreneurs.

Don and I welcomed our son Donovan into the world in 1998. From 1999 through 2003 I studied commerce and languages at the University of Saskatchewan and on the side I worked with my husband with our own business growing an entirely new skill set in coding websites, marketing and procurement which we continued until 2005.

In 2003 I went to work for Public Legal Education Association (PLEA) as a Program Assistant working on publications and programs for the youth and schools sector. It was in my work with PLEA that I fell in love

with the non-profit sector.

We moved to the Village of Borden in 2008 and welcomed our youngest daughter Julia into the world. In 2008 I started working with my parents as General Manager for their recently purchased hotel/restaurant in my 'spare time'. In 2010 I left PLEA to work for my parents full time but continued to do sub-contract work for PLEA until 2017, as well as design work for local business and groups.

In 2015 we moved to Watson, SK where my husband Donald, who is a Level II Water and Sewer Operator, took a position with the Town. We've grown to enjoy the area especially fishing in the summer at our favourite fishing spot at Fishing Lake.

In the past year my mother and I, after about 8 years of making sauces together, officially incorporated our

sauce company Miss Hélène's Gourmet Foods Ltd. which we continue to develop adding items to our product lines.

One of my favourite past times is painting miniature figures such as the ones used for playing tabletop games like Dungeons and Dragons. My sister and I often set up tables at tradeshow together to sell the super geeky things we've created.

I now work full time as the CAO for the Town of Naicam, and my husband Donald is now a Level II regional operator. We currently reside in Watson with our youngest daughter Julia and our two dogs Mocha and Kimmy. Our oldest daughter Deidre resides in Vancouver where she is currently a senior animator for DHX and our son Donovan is in Saskatoon where he is a conductor for CP Rail.

Community Profile

Village of Spalding

**Submitted by Ferne Hebig
CAO - Town of Naicam**

I was asked to produce a community profile to feature in this edition of our UMAAS newsletter. With Naicam having already been front and centre in previous issues I thought I'd turn our attention to the South to our neighbour, the Village of Spalding.

Spalding is a Village of roughly 244 people that is around a 45 minute drive South of Melfort. Local lore says that the Village was named after Spalding, Lincolnshire, the birthplace of the wife of Spalding's first post master. They have some wonderful historic buildings and two that have been declared municipal heritage property, including the Reynold Rapp Residence which serves as the home of the Reynold Rapp Museum opened in 1972 by John Diefenbaker. Spalding is also reportedly the birthplace of actress Kari Matchett best known for her roles in *Men with Brooms*, *Maudie*, and *Covert Affairs*. The Spalding Village Office is a joint office with the RM of Spalding, both administered by Cathy Holt.

Spalding is home to many people and families who live and work all over our region and boasts a few key amenities including a local Co-op grocery store and the

thriving Spalding New Horizons Seniors Centre which also holds a weekly wellness clinic in association with the health region for people in the area. They've also recently installed a second portion of playground equipment aimed at children around toddler age or so. All of these amenities and activities help the Village to be and continue forward as an active and relevant community for people of all ages.

As the CAO for the neighboring community of Naicam I think we're quite lucky to have a neighbour like the Village of Spalding. Our children attend dance classes with the Spalding Dance Club, we wash our vehicles at their car wash, and our Public Works staff help each other sharing knowledge, manpower and equipment. They also throw great Fall Suppers and Canada Day activities that are very well attended and are run by fantastic volunteers. As we all know in Saskatchewan our volunteer community and the neighbour helping neighbour mentality is the backbone of strong communities. Spalding has got it in spades and we here in Naicam look forward to a future of continuing working together with our neighbour.

2020 UMAAS Conference

“Navigating the Future”

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Please book by May 2nd, 2020
and advise you are with UMAAS.

Save the Date! **CAO Appreciation** **Hot Breakfast**

Attending the SUMA Convention in Regina this February? All CAOs, city managers, and administrative assistants are invited to join the SUMAdvantage team for a complimentary hot breakfast on Monday, February 3. We are still ironing out the agenda and start time but wanted you to be the first to know.

You feed us with program suggestions, so we'd like to feed you a hot breakfast! Spots are limited so please register with Lisa Rawlings at lrawlings@suma.org — she'll keep you updated with the specific details closer to the date.

ADVERTISING RATES **UMAAS UPDATE**

Published 3 times a year -
April, September, December

	Member	Other
Page	\$150	\$200
1/2 Page	\$75	\$100
1/3 Page	\$50	\$70
1/4 Page	\$35	\$50
Card	\$20	\$25

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Product Stewardship: A Saskatchewan Recycling Success Story

In the not so distant past, when you were finished with products from that old cabinet TV, to paint, oil, tires, chemical containers, yogurt tubs and milk jugs, it either went into the garbage can or straight to the dump. Not only did this lead to potential environmental damage but it also took up landfill space and wasted valuable materials in these products.

Over the past several decades, the Saskatchewan Government, along with other provincial governments introduced regulations requiring the manufacturers of these products to have a program to responsibly deal with them at the end of their useful life. This approach is referred to as *extended producer responsibility or product stewardship*. There are now seven product groups covered by these regulations, with industry-wide not-for-profit stewardship organizations running programs on behalf of their members. These are:

- Beverage containers – SARCAN
- Electronics – EPRA
- Paint – Product Care Association
- Oil and Antifreeze – Saskatchewan Association for Resource Recovery Corporation (SARRC)
- Tires - Tire Stewardship of Saskatchewan
- Paper and Packaging – Multi-Material Stewardship Western (MMSW)
- Grain bags and agricultural waste – Clean Farms

Each of the programs collect an environmental handling fee, usually through retail sales, which is used to fund the program. The government's role is to ensure the regulations are being abided by, but they are not involved in operating the programs and none of the fees are channeled through the Province.

Although each of the programs are unique, they share some commonality and work together, through their umbrella organization, Recycle Saskatchewan, to provide a unified voice on product stewardship to all levels of government and to undertake joint initiatives.

The success of Recycle Saskatchewan and its membership organizations is reflected in the amount of material diverted from landfills and either recycled into new materials or safely and responsibly disposed of. The following summarizes materials diverted between 2013 and 2017:

- Beverage Containers – over 2 billion containers
- Agricultural Packaging – over 4 million kilograms
- Electronics – over 14,000 tonnes
- Household Packaging and Paper – over 77,000 tonnes (from 2016-17; program started operating in Saskatchewan in 2016)
- Paint – over 1.6 million litres of paint and over 512 tonnes of paint cans and pails
- Oil and Antifreeze Materials – over 93 million litres of used oil, over 870,000 litres of used antifreeze, and over 9,000 tonnes of oil filters and plastic oil/antifreeze containers
- Tires – over 99,000 tonnes of scrap tires

Recycle Saskatchewan and its member organizations appreciate the work that Saskatchewan municipalities do in getting information on the programs out to their residents. For more information, please contact email info@recyclesaskatchewan.ca or visit www.recyclesaskatchewan.ca.

Urban Board of Examiners Report

November 20, 2019

Conditional Certificates Issued:

Sandra Wakeford	Town of Grand Coulee	Jordyn Olson	Town of Rosetown
Raquel Lambert	Northern Village of	Jennifer King	Town of Cut Knife
	Cumberland House	Daphne Brady	R.M. of Maryfield
Rhona Jimenez	Village of Englefeld	Colette Radcliffe	Town of Bruno
Tammy Skiba	Town of Wapella	Michelle Needham	Town of Alameda
Kimberly Halpenny	Village of Goodsoil	Bobbi Jones	Village of Conquest
Miranda Debusschere	Village of Kisbey	Amanda Hordos	Village of Semans
Ashrafal Alam	Northern Village of	Michelle Grimard	Village of Prud'homme
	Buffalo Narrows		
Denise Johnson	Village of Sheho		
Erin Romaniuk	Town of Leader		
Leah Duthie	Village of Halbrite		

Standard Certificates Issued:

Beverly Doerkson	R.M. of Moose Range
Krista Parks	Village of Elfros
Renea Paridaen	Town of Churchbridge

Advanced Level 1 Certificates Issued:

Lisa Pierce	Town of Oxbow
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Correction:

Sandy Weiterman from the Town of Gravelbourg (Not the Village of Hodgeville) was issued a Standard Certificate in May, 2019.

With offices in Saskatoon and Yorkton, we are pleased to work with UMAAS members and municipalities to meet their governance and regulatory needs today and over the past 80 years.

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“The service not only saved the town considerable money but the advice provided was tailored to our municipal needs.”

8

LANGENBURG

“Having DAS Legal Expense as a value added service of SUMAssure has been very valuable for The Town of Langenburg. DAS Legal Expense is provided at no extra cost with our policy. I have accessed the legal advice line three times in the past year. The services was easy to access, convenient, and reliable. We placed our call and had a quick response. The issues were discussed and **the lawyer was quick to research and get back to me with solutions and recommendations.** The service not only saved the town considerable money but the advice provided was tailored to our municipal needs.”

GLENDA LEMCKE | CHIEF ADMINISTRATIVE OFFICER | TOWN OF LANGENBURG

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**URBAN MUNICIPAL ADMINISTRATORS' ASSOCIATION OF SASKATCHEWAN
CERTIFICATE IN LOCAL GOVERNMENT AUTHORITY PROGRAM
SCHOLARSHIP**

OBJECTIVE:

To provide 3 annual scholarships in the amount of \$600 each to Clerks or Assistant Administrators desiring to obtain their education requirement for the Standard Certificate.

- 2 scholarships shall be provided to town or village Clerks
- 1 scholarship shall be provided to an Assistant Administrator

CRITERIA:

- Must be employed by an urban or northern municipality
- Must be a member of UMAAS
- Shall have completed the first semester of the program

APPLICATION PROCEDURE:

- Applicants shall submit a letter of application for funding assistance to the Advisory Committee
- The application shall address the following issues:
 - Length of service as an Administrator or Assistant Administrator
 - How long the applicant has been a member of UMAAS
 - Indicate if employing Council will be providing any assistance
 - Outline community activities
 - Outline education previously obtained
 - Confirm successful completion of at least one semester under the Local Government Administration Certificate Program
 - Provide any additional information which may assist the Committee to reach a decision
- Application deadline is October 1st of each year

PAYMENT PROCEDURE:

- 50% of the scholarship shall be paid upon successful completion of the 2nd semester
- The remaining 50% shall be paid upon successful completion of the 3rd semester and proof of enrollment into the 4th semester.
 - The Committee will be permitted to consider the spring semester in the awarding of the scholarships
 - The Committee may award partial scholarships on a per semester basis, provided applications are received in advance of the semester start date

GENERAL:

- The Committee's decision shall be final
- The Committee shall not be required to provide reasons for its decision
- The Committee shall, from time to time, recommend amendments to the criteria or application procedure

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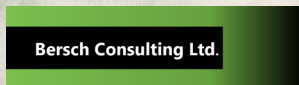


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