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# Technology and Conflict

I chose the title for this editorial to discuss technology and conflict both in related and unrelated terms. Speaking of conflict, I am writing this editorial two days after the US Presidential Election and Armageddon has not yet hit. There are protests going on all over the USA regarding the election which makes some of our recently held, hotly contested municipal elections pale in comparison.

I am what I would describe as a reluctant technophobe. I have historically fought technological advances at every stage until I finally embrace the technology and then am amazed at how I ever managed without that dreaded technology. The perfect example of my technology aversion is that I was very likely the last CAO to still be using a flip phone a mere 18 months ago. This use of outdated technology was despite the fact that my Council provides me with a cell phone and authorized updating my flip phone at least two years before I eventually switched to a smart phone. Now I do not know what I would do without that smart phone. After all, how else am I going to check up on how I am doing in my hockey pools when I am not in front of my own personal computer?

My aversion to technology is rooted in my upbringing. Although we were one of the first families in my neighbourhood to get a colour television (I am dating myself), we were the last to get all the add-ons – VCR's, remote control television, cable TV, and so on. I also never touched a computer until November, 1997 when I took my first office job at an agriculture company. Despite my late introduction to the technological world I still find it amusing that I was the computer "expert" for my parents simply because I knew to reboot the computer if it went a little wonky (another highly technical term).

A big technological conflict which I am currently undergoing is implementing new municipal software in my municipality. Municipal software is vital to the operations of a municipality and the upheaval experienced in my office during our transition from one product to another is proof of just how vital this technology is. The "conflict" for me is twofold. First, choosing a product after being with the same company since the 1990's. I was very comfortable with our former software provider and would still be with them if they did not close their operations earlier this year. The Town of Wynyard, along with three other municipalities dealing with the same situation, went against the standard choice of software used by the majority of municipalities in Saskatchewan. There was a lot of trepidation in this choice; however, the decision, after a lot of consultation, would not have been made if we truly believed it was not in the best, long-term interests of our community.

## Executive Director Editorial

Over the past month I've received a number of inquiries from members as to ways and means to provide local orientation to their recently elected councils. I have always found it rewarding and beneficial to undertake an orientation session with councils prior to starting into the regular business of the municipality. I thought it may be useful to provide an agenda outline as to what such a session may include. Of course the final agenda will differ from municipality to municipality dependant on the Bylaws and Policies you have in place. I have also found it extremely beneficial to include all senior staff in this process and ask each one of them to address the new council to outline their role in the organization and the specifics of the services and facilities they are in charge of. So in an attempt to provide some hands on useful information to our newer members, the following is an outline of what a new council orientation agenda may look like:

- 1) Oath of Office
- 2) Public Disclosure Statements
- 3) Regular Meeting Dates ( to be set by council )

## **- Jason Chorneyko, President PRESIDENT'S MESSAGE**

Second, despite the fact that my municipality is going to be spending tens of thousands of dollars on this new software, the amount of preparation required by the Town staff is rather surprising. I knew there would be more involved than simply installing off the shelf accounting software on a personal computer; however, for the money spent I thought the transition would be much smoother. Regardless, in six months, or a year, our software will be the new normal and I fully expect myself, my staff, and my Council to be happy with our decision.

The point I am trying to make is that all CAOs need to be open to change. Whether you are a person that always is first to get the newest technological devices and programs, or whether you are more like me and are always a little behind the times in technology, we need to embrace all the tools available to assist us in doing our jobs properly.

I wish to touch upon one more conflict issue. I recently was informed that the UMAAS Office received an unsigned letter from a resident of a municipality for which I am very familiar. The letter basically states that I should keep my nose out of the politics of other municipalities. This unsigned letter was in response to a letter I sent to the municipality. The letter which I sent was first and foremost a congratulation letter upon their CAO receiving certification. I also included a little innocuous advice, in response to public attacks on the CAO from both a member of Council and a resident, attacks which I truly believe were extremely unwarranted; advising the Council that Administrators are not a dime-a-dozen. I further stated that when a capable candidate is hired, Council and the CAO must foster a good working relationship. I will never apologize, especially to someone who will not put their name on a letter, for defending the integrity of a colleague, especially a colleague to which I am very familiar.

The Council/CAO relationship is a two-way street. First, CAOs must always remember that their job is to implement the policies developed by their bosses, the Council and decision-makers of the municipality. Equally important is that Councils must develop a good relationship with their CAOs as they rely on their CAOs to not only implement their policies, but to advise them as they make these very important decisions for their municipalities.

In closing, and to end on an upbeat notion, as we near the end of the year I want to wish all a Merry Christmas, or Happy Holidays if that is more appealing to you, and a Happy New Year.

## **- Richard Dolezsar, RMA**

- 4) a) Council Procedural Bylaw  
b) Administration Bylaw  
c) Code of Ethics Bylaw
- 5) Mission Statement and Organizational Values
- 6) a) Boards and Committees Outside Council  
b) Organizational Guide Principals/Council Committee Structures - Options
- 7) a) Municipal Government Process
  - 1) Year end and Audit (January)
  - 2) Budget – Annual Plan (February to May)
  - 3) Tax Collections/Enforcement
  - 4) Water and Sewer Billing cycles(January to December)
  - 5) Carrying out the Plan (January to December)
  - 6) Monitoring and Evaluation
  - 7) How did we do?
  - 8) Budget Review – Oct. 31st Financial Statement YTD
  - 9) Capital Projects Review
  - 10) Five year Capital Plans/Asset Register

## Executive Director Editorial Continued

- b) Legislation
  - 1) Bylaw Index
  - 2) Urban Municipalities Act
  - 3) Other Acts
- c) General
  - 1) Collective Bargaining Agreement
  - 2) Policy Manuals
  - 3) Out of Scope Salary Schedule
  - 4) Conflict of Interest – MA Section 144
  - 5) Council Remuneration and Travel
  - 6) Schedule of Reserves
- 8) Staff's Role in Local Government
  - a) Administrator/CAO
  - b) Assistant Administrator/Treasurer
  - c) Director of Public Works
  - d) Recreation Facilities Maintenance Manager
  - e) Community Development Director
  - f) Fire Chief
- 9) History and Projections - Tax Levy
  - Water and Sewer Rates - Policies
  - Funded Reserves

## CAO PROFILE

Born and raised in the Swift Current – Gull Lake area of Southwest Saskatchewan and I can tell you it is good to be back! I started my municipal career because of my father-in-law. He was the Reeve of the R.M. of Lawtonia at Hodgeville and asked me one day if I would be interested in a career in municipal government. Being a “townie” I had no idea what that meant. Upon further investigation and having the old assistant administrator government program in place I got a job as the assistant at the R.M. of Frenchmans Butte No. 501 at the grand sum of \$400 per month. My relatively new

## Elections and New Council

These words send chills down the spine of almost every CAO and administrator. It seems like every 4 years normal people lose their minds. The innuendos and misinformation starts and of course if you haven't heard a good rumor by 10 am you had better start one. Excuse me I digress.

Fellow administrators, one thing we have to realize is that if we are going to work in this field we cannot choose our bosses! Our bosses are chosen for us every 4 years. If you cannot handle that you had better find a different profession. It is our responsibility to make sure that the incoming council is well prepared for the challenges which lies ahead. Our job is to educate, inform and in some cases, mentor the new and existing councilors.

It is a misconception to think that if you withhold information that gives you power. Wrong! This may create doubt and questions about your ability, your integrity and your honesty. That is an extremely slippery slope and once started is very hard to stop. I have personally seen this happen to good administrators.

In my case I have provided the incoming council with the latest edition of the Municipalities Act, the Government Relations Council members handbook, Council procedures bylaw and the Maple Creek Official Community Plan. Also, provided were the approved 2015 Annual Financial Statement and the 2016 budget. This is vital information that the new councilors need and a refresher for the ones who were re-elected.

The biggest challenge that I see for most administrators is the job of matching expectations of new councilors and the realities of what they can really do. Our job is to show the new councilors how the process works and that progress is measured over time not overnight. We must

## **- Richard Dolezsar, RMA**

- 10) Current Priority Issues ( These will obviously vary amongst municipalities and will require input from council members)
  - Diversification of Economy
  - Capital Infrastructure Projects
  - Official Community Plan / Zoning Bylaw
  - Economic Development and Tourism Work Plans
- 11) Orientation Tours - Public Works, Utilities, Fire Dept, Facilities
  - Set Dates/Time
- 12) Upcoming Council Training Opportunities
  - SUMA Regional Meeting
  - Municipal Leadership Development Program, Municipal Leaders' Roles and Responsibilities Workshop
- 13) Adjournment

I trust that some of you will find this outline helpful and be able to use at least a portion of it in the orientation of new council members in your municipality.

Merry Christmas and Happy New Year! All the best to everyone in the year ahead!

## **Don McLeod, CAO - Town of Maple Creek Director Division 2**

bride and myself moved into half of an old barbershop on main street Paradise Hill, SK. The next 20 years are a blur as we moved a few times and wound up in Redwater, AB as Town Manager. After Redwater I spent the next years working as a Landman in the Oil and Gas Industry. The long days and constantly being away from home helped me reevaluate how I wanted to spend the next 10 years. I was extremely fortunate to find work back in this exciting field at the Town of Maple Creek. It has been challenging but extremely rewarding.

## **Don McLeod, CAO -Director Division 2 EXECUTIVE EDITORIAL**

encourage elected officials to attend regional meetings and workshops put on by SUMA and Government Relations. The same goes for administrators. With constantly changing acts and regulations it behooves us to attend the same meetings as the councilors. In addition to this we must attend the UMAAS conference, Division meetings and other workshops that are available. Knowledge is our friend.

One thing that I have learned over the years in dealing with many different people is to not assume anything. People can surprise you. Council committees should be chosen with care. Sometimes it is beneficial to have persons who have no knowledge of the committee sitting on it because they then have to learn from scratch rather than drawing on experience.

Also, now with the new council it may be time to shake up some long-standing relationships with suppliers, engineers and contractors. The business world out there is very hungry and looking for new work and opportunities. The status quo does not always provide you with the best deal. I am not saying to change but it is good to let existing suppliers know that you are looking. Talk to your neighbors find out who they are using. Shop your needs around because you and the council may be pleasantly surprised.

In closing, to be an effective CAO you must provide leadership to the council in the form of solid information backed up with facts and documentation. If you need help, and we all do, ask for it. The solution may be simple or more complex. However, if you talk about it, the problem may be able to be broken down into manageable parts and solved more easily.

Good luck with your new councils.

# Board of Examiners Report from September 26, 2016 Meeting

## CONDITIONAL CERTIFICATES ISSUED:

Tara Harris .....Town of Lemberg  
 Tammy Martin.....Town of Cut Knife  
 Raelyn Knudson .....Village of Sheho  
 Kristine Marengere .....Village of Lestock  
 Sharon Lemaine.....Village of Welwyn  
 Connie Henning.....Town of Elrose  
 Karla Marshall.....Town of Kyle

## STANDARD CERTIFICATES ISSUED:

Shiloh Bronken.....Town of St. Walberg  
 Meredith Norman .....Northern Village of Denare Beach  
 Ashley Lonson .....Village of Codette  
 Shanon Ellert .....Town of Rockglen  
 Wanda McLeod .....Town of Cupar  
 Dean Yaremchuk.....Town of Grenfell  
 Erin Robertson .....Village of Canwood  
 Tara Fritz .....Town of Shaunavon  
 Sharliene Eger.....Town of Willow Bunch  
 Brekke Masse.....Town of Lafleche  
 Lorie Foster .....Town of Osler

# Community Profile

**G**ull Lake is a progressive community, located at the junction of Highways #1 and #37 in the heart of oil country. The town site is situated on what was once part of the 76 Ranch, established in 1887. In 1905 the Gull Lake block was sold to American millionaire developers Conrad and Price. The town site was surveyed and settlers began to pour in. The discovery of oil and gas in the 1950's added to the booming farming and ranching economy.

Gull Lake continues to prosper with a very active oil and gas industry along with farming, ranching and wind power. Gull Lake offers an array of services including a Post Office, two financial institutions, legal and insurance services, grocery, pharmacy and convenience stores, restaurants, bakery, gift shop, motel, and auto repair. We are very proud of our Lyceum Theatre which is community owned and is a 3D digital cinema with 7.1 surround sound. Gull Lake School is a modern K-12 facility. Kreative Kidz Early Learning Center is currently renovating a building which will become the permanent home of their 25 space licensed child care facility. Gull Lake Special Care Centre is a joint long term care/ health center. Autumn House Independent Living Facility is a licensed non-profit community owned personal care home providing care to Level 1 and 2 patients. As in most small towns, recreation plays a large role in the day to day lives of Gull Lake residents. The Recreation Complex houses a hockey arena, bowling alley, gym and community hall and is a very busy facility. Gull Lake also has four ball diamonds, curling rink, swimming pool, tennis courts, mini-golf and 9 hole, sand green golf course.

The pioneer spirit of the old '76 will continue to inspire Gull Lake residents to thrive and prosper. We look to the future with hope and determination to meet the challenges which face us in the generations to come.

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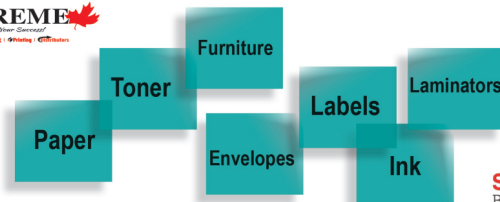


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the path to your

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## **NOTICE**

**Need Legal advice on  
issues between yourself  
as Administrator/CAO and  
your Council**

**CALL FOR FREE  
INITIAL PHONE  
CONSULTATION:**

**Adam R. Touet  
The W Law Group  
Suite 300, 110 - 21st Street East  
Saskatoon, SK. S7K 0B6  
Phone: 306-244-2242  
Email: [atouet@wlawgroup.com](mailto:atouet@wlawgroup.com)**

Mr. Touet is under annual retainer to your Association and is available to members for initial consultations.

## **2017 UMAAS Conference NOTICE!!!**

The Travelodge Hotel, Saskatoon  
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**Phone (306) 242-8881**

**Please book by May 5th, 2017  
and advise you are with the UMAAS**

**UMAAS 2017 SALARY GUIDELINE**  
**POPULATION 1000 & OVER**

<u>Points</u>	<u>1000-1499</u>	<u>1500-2999</u>	<u>3000 Plus</u>
1 - 3	61,540 – 67,302	72,502 – 80,077	88,560 – 94,322
4 - 6	67,302 – 73,065	80,077 – 87,652	94,322 – 100,264
7 - 9	73,065 – 80,672	87,652 – 94,144	100,264 – 106,027
10 - 12	80,672 – 87,586	94,144 – 99,555	106,027 – 110,635
13 - 15	87,586 – 92,197	99,555 – 106,047	110,635 – 115,246

<u>Point Scales</u>	<u>Points</u>	<u>Experience</u>	<u>Points</u>
		1 - 2 Years	1
Standard Certificate (D/C)	2	3 - 5 Years	3
Advanced Level I (A)	3	6 - 10 Years	5
Advanced Level II (Superior A)	5	11 - 15 Years	7
		16 - 20 Years	9
		21 - 25 Years	10

To determine what salary range you would qualify for, fill out the following and refer to the chart for the salary range.

Points: Certificate \_\_\_\_\_ Years of Experience \_\_\_\_\_ Total Points \_\_\_\_\_

**UMAAS 2017 SALARY GUIDELINE**  
**POPULATION UNDER 1000**

<u>Points</u>	<u>1 - 99</u>	<u>100 - 299</u>	<u>300 - 499</u>	<u>500 – 999</u>
1 - 2	17.58/hr - 19.59/hr	23.05/hr – 25.32/hr	34,575 - 40,753	44,485 – 48,084
3 - 5	19.59/hr - 24.19/hr	25.32/hr – 27.65/hr	40,753 - 47,250	48,084 – 53,841
6 - 8	24.19/hr - 28.78/hr	27.65/hr – 29.38/hr	47,250 - 53,841	53,841 – 63,385
9 - 12		29.38/hr – 31.11/hr	53,841 - 63,385	63,385 – 73,064
13 - 17			63,385 - 69,148	73,064 – 80,673

<u>Point Scales</u>	<u>Points</u>	<u>Experience</u>	<u>Points</u>	<u>Assessment</u>	<u>Points</u>
Certificate - 0	0	1 - 2 years	1		
Standard Certificate (D/C)	2	3 - 5 years	3	1.5 M to 15 M	1
Advanced Level I (A)	3	6 - 10 years	5	OVER 15 M	2
Advanced Level II (Superior A)	5	11 - 15 years	7		
		16 - 20 years	9		
		21 - 25 years	10		

To determine what salary range you would qualify for, fill out the following and refer to the chart for the salary range.

Points: Certificate \_\_\_\_\_ Years of Experience \_\_\_\_\_ Assessment \_\_\_\_\_  
Total Points \_\_\_\_\_

**NOTES RESPECTING THE 2017 SALARY GUIDELINE**

1. This Guideline has been verified with a Salary Survey conducted in 2014 and annual comparisons to Fraternal Organizations including Rural Municipal Administrators' Association, Saskatchewan Association of School Business Officials, Manitoba Municipal Administrators' Association and Local Government Administrators' Association of Alberta.
2. The 2017 Schedule reflects a median adjustment of 2% with consideration of recent average Saskatchewan settlements, 2017 forecasts from sources such as the Conference Board of Canada and is consistent with UMAAS efforts to maintain a reasonable and competitive senior management salary grid, while at the same time considering the provinces economic outlook for 2017.
3. Dividing the guideline into population segments assists in reflecting the employer's ability to pay.
4. Population categories take into consideration budget factors, annual expenditures and size of staff.
5. Hourly rate basis for the under 300 communities will assist them in applying the guideline to their situations.
6. Circumstances caught on dividing lines of these ranges may have to look at the next range or an average thereof (i.e. 499 population) may have to look at an average of 300 to 499 and 500 to 999 or develop their own range from local survey information.
7. Other factors which can affect salaries include: Northern Locations, Additional Committee obligations, Joint Offices.
8. SUMA is now recognizing this Salary Guideline.

# UMAAS

## JOINT OFFICE SALARY GUIDELINE

### 2017

Sept/16

Population			
Points	Urban	Points	Rural
1	0-200	1	0-200
2	201-400	2	201-400
3	401-600	3	401-600
4	601-1000		
5	1001-2000		
6	> 2000		

Assessment			
Points	Urban	Points	Rural
1	0-1,700,000	1	0-33,000,000
2	1,700,001-8,000,000	2	33,000,001-82,000,000
3	8,000,001-16,000,000	3	82,000,001-140,000,000
4	16,000,001-33,000,000	4	140,000,001-182,000,000
5	> 33,000,000	5	> 182,000,000

Certification			
Points	Urban	Points	Rural
1	Standard	1	C
2	Level 1	2	A
3	Level 2	3	Superior A

Years of Experience			
Points	Urban	Points	Rural
1	0-5	1	0-5
2	6-10	2	6-10
3	10-15	3	10-15
4	16-20	4	16-20
5	>20	5	>20

TOTAL POINTS	Combined Population 0-1,500	Combined Population > 1,500
1-8	\$50,861 - \$69,148	\$80,672 - \$97,958
9-16	\$69,148 - \$86,434	\$97,958 - \$115,246
17-25	\$86,434 - \$103,721	\$115,246 - \$132,532
26-31	\$103,721 - \$121,008	\$132,532 - \$149,820
31-33	\$121,008 - \$138,295	\$149,820 - \$167,112
34-	\$138,295 - \$155,587	\$167,112 - \$184,399



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