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"BUILDING YOUR TEAM" 2018 Conference Notice

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President's Message

- Jason Chorneyko, President
UMAAS

"Row, Row, Row Your Boat"

I hate to admit it but "The Summer of Love" is over. As I am nearing my fourteenth year in the administration profession, and perhaps a little smugly believing that I have everything under control, I have come to the realization that, regardless of the size of your community or one's experience level, we are all in the same boat. And sometimes it seems like we are rowing that boat continually against the current.

At the time of writing this editorial we are still six weeks away from the end of the year; however, I have begun reflecting on 2017. I can safely say that 2017 has been my most trying year in the profession, even in comparison to my greenhorn years of 2004-2005 when I was new to the profession and had to undergo a steep learning curve. I am stressed out, frustrated, stretched thin, and the workload seems to be ever expanding.

So what are the causes of my trying year? First and foremost is the implementation of new municipal software. The software vendor I chose over-promised and under-delivered. We are one year into the process and I still do not have fully functioning municipal software. I did not get the tax levy processed until September 15th, I have not been able to print a financial statement nor do a proper bank reconciliation all year, and I currently have four or five outstanding support requests submitted to the company's "support" centre which sucks. I do not like to be crass in editorials but sometime one has to call a spade a spade.

Secondly, the 2017 assessment year has proven to be extremely challenging. I know that assessment challenges were experienced province-wide. In my community we saw a massive increase in residential assessment and a miniscule increase in commercial assessment. There also seemed to be an increase in the disparity between assessment values between the various sizes, ages, and qualities of residential properties. Tax tools only allow us to mitigate tax levies so much. When I perform tax scenarios I have what I believe is a good sampling of about 30 properties. After running scenario after scenario the best I could manage was for the highest assessed residential property to see an approximately \$600 increase in their total tax levy. Since one cannot analyze every individual property I was quite shocked when

someone with a 35 year old house asked me why their property taxes increased by \$925. I know the answer is because the assessment and property tax system is extremely flawed. This answer is of little solace to people experiencing these huge tax increases. Unfortunately it is the only system we have.

Thirdly, my community is just about to begin the construction of a \$10,000,000 arena. Yes, you are seeing seven zeros. Yikes!! This project has been seven years in the making. Can we afford it? Yes, but not without sacrifices. We could scale back the project; however, we had more public consultation on this project than any other project I can recall and this is what the people want. Also, we have to take a 70 year view on this project as that is how old our current arena has been in operation. We have approximately one-third of the funding in place so that leaves financing as the option for the other two-thirds. We are going to have to really sharpen our pencils in my community. The only real method of servicing this debt will be a reduction in services, not a popular option in these days of ever increasing demands, or a tax increase. With the 2017 tax levy still fresh in everyone's minds it is going to be difficult to explain to people the need to add approximately another \$350 per property per year for the next 25 years.

And finally, I have two neighbouring CAO's whose employment was recently terminated. I spent fourteen months mentoring one of these CAO's and I can attest to the fact that this person was more than qualified, was a quick learner, and would have been a quality CAO for many years. It is this person's misfortune to be hired into a very divisive community and working for a Council which displays many dysfunctional tendencies. Although I do not believe that dysfunction and divisiveness is wide-spread, it still occurs much too often.

Just remember that if you are in this profession long enough you will experience all kinds of ups and downs. I must admit; however, that writing this editorial has been rather cathartic as everyone, including me, needs to vent. I think I will take my own advice and step back, take a deep breath, keep my chin up, and continue to fight the good fight.

In closing, I want to wish everyone a Merry Christmas, or Happy Holidays (whichever you choose), and a Happy New Year to our membership as we are ready to enter 2018.

Executive Director Editorial

- Richard Dolezsar, RMA

Building Your Team

As we approach the holiday season and the start of a new year it is always a good opportunity to reflect on the successes and in some cases the shortcomings of your Council, Management and staff team. It is a great time to recognize people for their efforts and together adopt a strategy for future improvements where necessary.

Teamwork is especially critical at the top of your organization as it sets the tone for all employees work with one another. This is something you have to share with your council members and ask them to imagine the success and achievements that would be possible if together we can get all the people in the organization rowing in the same direction.

Realistically however, we have to recognize that all teams have the potential for some dysfunction at some time or other as every municipal group out there is made of human beings who sometimes are fallible and imperfect. That group of people includes us as CAO's as well.

So how do we improve the functioning of our teams and reduce the level or risk of dysfunction affecting the performance of our municipalities? I know this is a tough task for any of us, especially working within the confines of a council system where the elected body has to be a major part of the leadership from the top. How do we convince and work with council to ensure they recognize that their employees all the way through from the Treasurer and Public Works Foreman to the Custodian and Waste Collection crew are their most important assets on a day-to-day basis? After all, in most cases payroll costs will be 25% to 35% of the annual operating budget on any given year, an ongoing investment of tax dollars that demands we get the best return possible.

I think the start of building your team has to start between the CAO and council and I believe this breaks down into a number of common sense principals, which we can apply year round. First, we have to **establish and maintain a two way level of trust**. Secondly, **we should not fear conflict**,

because invariably it will happen, the key being able to work through an issue where there may be wide differences of opinion, and, as a team be able to set those differences aside and start fresh on each new issue. I know this is a vital component of any successful council that I have worked with. Thirdly, all parties must be **committed to a common direction** and goals of the organization, these are likely contained in your annual budget, Mission Statement and Official Community Plan, which should be referred to often and updated regularly. Next, on the list of requirements for a great team environment is the **acceptance of accountability** and this is an area where we must lead by example. Remember when something goes awry you are the Captain of the ship, support your employees where it is warranted and do not hang them out to dry on their own if and when something goes wrong. Remember that a good leader always takes a little less of the credit and a little more of the responsibility. Finally, we have to **pay attention to results and provide recognition** on a regular basis to all of the achievers on our roster. Annual evaluations can be a perfect time to do this and give you an opportunity not just to identify shortcomings, but on a more positive basis recognize all that has gone well and encourage continuation of exemplary performance.

Leadership as a CAO in a municipality is always a huge challenge. One must be strong, but not rude; kind but not weak; bold but not a bully; thoughtful but not procrastinate; humble but not timid; proud but not arrogant; have humor but maintain good sense.

If you stop and look back over your career so far, you will see how much you have changed and grown, even if you've stayed with the same career path for years. Over time, our perspective changes. We learn from positive and negative experiences. And, yes every once in a while we have to stop and reflect on our path to see how far we've come! After all, there is the old adage that "With age comes wisdom".

On a side note personally at my age, I don't care if my mind starts to wander, as long as it comes back again! Merry Christmas and Happy New Year to all!!!

Executive Editorial

- Glenda Lemcke, CAO - Town of Langenburg
Director, Division No. 3

Play Nice

One are the days of having volunteers in charge of our local facilities, and boards. In the past it was common to have the local skating rink or swimming pool ran by a group of volunteers. However in today's world it has become increasingly more difficult to get volunteers due to busy lives and stricter regulations.

Why are our volunteers no longer viable options?

a. They are becoming burnt out or the fast pace of life, kids and jobs have left little time to be active on such high demand boards.

b. Insurance regulations have become stricter and it can be difficult to cover volunteers properly.

c. Liability, Errors and Omissions – who is liable and does the town's insurance cover volunteers?

d. Health regulations have become stricter and training or certificates can be required.

And the list goes on and on.

So what is the solution?

Many communities have hired Recreation Directors, and/or Community Development Officers to look after the day to day operations.

But who is responsible for these new employees?

Some communities have partnered with others such as the neighboring RM and created boards such as a Recreation or Community Development Boards. These boards oversee these employees and help to outline their jobs, monitor the success of having the employees. They are often called upon to help develop and update policies, make decisions on operations and in some cases decide on and recommend capital projects. They can be Operational Boards and/or Advisory Boards depending on the types of duties they are given by the town or partner groups. These boards are often made up of Councilors, community members and paid employees. For example if you have a Town and RM partner you may see a couple councilors from each the town and RM along with 2 or 3 other community members appointed by the Town and RM. This is partnered with your Recreation Director, Community Development Officer, CAO and/or any other staff that may do the books, take minutes etc.

So why do I title this PLAY NICE? Often with these new jobs, boards and committees, the responsibilities end up on the CAO's desk, it can be as simple as data entry to as complicated as creating the board, policies and supervising the staff. As I have learnt, the CAO is the person who is familiar with the legislation, the operations and the legal complications of the board. The CAO is who is called upon to ensure the proper operation, insurances, set up, policies and procedures are in place as well as look after the financials. Working with your new board and their employees can often be a huge responsibility and time commitment that you didn't necessarily anticipate as part of your job or want.

However, once you learn to PLAY NICE, have the board set up proper policies and procedures coupled with a good board and the right staff, the work load not only becomes minimal but working with these boards becomes rewarding.

So what are some of the benefits you may see from the board?

a. A strong and trusting partnership with a partner such as your neighboring RM. This often includes long term funding commitments, joint capital projects and shared staff.

b. Your Recreation Director and/or Community Development Officer will take over, apply for many of the grants you may be currently applying for or your community may not be getting at all.

c. You are ensured that your volunteers and staff are protected by proper insurances and that volunteers have one trained person to direct their questions and concerns.

d. Projects such as Saskatchewan In-Motion become possible without strain on the municipal office.

e. Communication is flowing and everyone is in the loop.

f. User groups are treated fairly and equally.

g. Facilities are maintained and kept looking their best by paid employees.

Is there any help out there for creating a Recreation Board so that you do not have to reinvent the wheel?

The Recreation Board Development process is a joint initiative between the Saskatchewan Parks and Recreation Association (SPRA) and the Sport, Culture and Recreation Districts. Together, SPRA Field Consultants and District Staff will act as the facilitation team. The facilitation team can assist a community in working through the board development process, with an end goal of developing or re-establishing their Recreation Board.

So as we often say to your children as they step out on the ice or into the playground "Play Nice" it can only benefit everyone.

A man was driving home from work one evening when he suddenly realized that it was his daughter's birthday and he hadn't yet bought her a gift.

So, the man rushed off to the nearest toy store and asked the sales clerk, "How much is that Barbie in the window?"

The sales clerk replied in a condescending ton, "Which Barbie? We have Barbie Goes to the Gym for \$19.95, Barbie Goes to the Ball for \$19.95, Barbie Goes Shopping for \$19.95, Barbie Goes to the Beach for \$19.95, Barbie Goes Nightclubbing for \$19.95, and Divorced Barbie for \$265.00."

The overwhelmed man asked, "Why is the Divorced Barbie \$265.00 and all the others are only \$19.95?"

"That's obvious!" said the sales clerk. "Divorced Barbie comes with Ken's house, Ken's car, Ken's boat, and Ken's furniture."

Administrator's Profile

- Glenda Lemcke, CAO
Town of Langenburg

I was born and raised 13KM south of Wolseley, Saskatchewan. I graduated from Wolseley High School in 1994, and attended the University of Regina. In May of 2000 I completed my LGA certificate through the University of Regina but decided to work at my parent's grocery store Wolseley AG Foods in Wolseley, Saskatchewan as it suited my schedule better.

In April of 2006 I began working for the Resort Village of the District of Katepwa as the Assistant Administrator where I took over as the Administrator/CAO in October with a Conditional Certificate being issued shortly after. In May of 2008 I earned my Standard Certificate and on August 20, 2013 I achieved my Advanced Level 1 Certification. I remained at Katepwa until March of 2014 when I took over the CAO position with the Town of Langenburg at the time Howard McCullough retired.

Along with my position as CAO I have sat on various boards and committees including the Lower Qu'Appelle Watershed Stewards (which I was very involved with the formation of the group), the Calling Lakes Planning Commission, PARCS, SUMA Group Procurement Program Development Advisory Committee and the Smith Creek Watershed Authority.

I have one daughter Saige Hodson and a grandson Scott Hodson. In my free time I enjoy playing with Scott, working on my jeep and design rings and jewelry from recycled silverware.

My objective in life is to leave behind a better environment for those following me and a foot print in the community to be proud of. I'd summarize myself as someone who cares about the people and environment around them.

Town of Langenburg

Community Profile

Ten minutes from the Manitoba border and fifty minutes from Yorkton, Langenburg is a beautiful, vibrant community located along Highway 16, near four booming Potash mines. While Langenburg may have been known for its UFO sightings in the early 1970's, this town doesn't linger in the past!

Langenburg prides itself on being a safe and friendly community. Langenburg has a ton to offer including state of the art health and child care facilities, excellent sport programs and art events that are second to none. Education is a high priority in Langenburg with the new Pre-K to 12 School which was completed in for the beginning of the 2016 – 2017 School Year.

For the summer months, the Langenburg Swimming Pool, new playground areas at Centennial Park and Hill Side Park, newly renovated Sports Grounds that are home to both ball and soccer as well as Trent's Place event gazebo are all fun places to check out! The pool is open May-August, is heated and has a diving and paddling board.

During the winter season, the Langenburg Skating Rink and Curling Arena are the places to be! The Skating Rink accommodates hockey tournaments, skating lessons and public skating; while the Curling Arena offers four sheets of artificial ice to accommodate bonspiels throughout the season.

Year round recreation is a high priority for the community. The Town of Langenburg and RM of Langenburg have partnered to form a

strong Recreation Board known as Langenburg Community Development Board (LCDB). This board and their three paid employees insure the proper operations, continual improvements and maintenance are done on both indoor and outdoor facilities.

The George Layh Theatre is truly a centre of the arts in Langenburg. There are monthly performances and a projector to show new releases for movies on Friday or Saturday nights! See www.langenburgarts.ca for more details!

Don't forget to take a picture beside Goliath, the world's largest swing! Goliath is located on the North side of the highway at the rest stop area and parking lot. The rest stop consists of tables and a washroom, framed by four pillar tile mosaics, each reflecting an aspect of Langenburg's history, agriculture, business and culture.

Langenburg has so much to offer with its many businesses including: a law office, hardware store, accounting office, grocery store, clothing stores/boutiques, two cafes, tavern, spa, pharmacy, hairdressers, post office, vet clinic, daycare, two car dealerships and many more!

Please check out our website www.langenburg.ca and Facebook page <https://www.facebook.com/Town.of.Langenburg/> for a full range of activities and services and amenities offered by our community.



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Board of Examiners Report

Board Meeting of September 28, 2017

Michelle Mullen
Bernie Petit
Kristine Marengere

Permits:
Village of Plenty
Town of Duck Lake
Town of Foam Lake

Conditional Extensions:
Colleen Stinson
Kristie Log
Bobbie Jones

Village of Grayson
Village of White Fox
Village of Conquest

Conditional Certificates:
Michelle Mullen
Bernie Petit
Kristine Marengere
Stephen Conway
Karen Paz
Trevor Bearance
Eileen Andeson
Bertha Durocher
Jane Leclercq
Dagmar Crumley

Village of Plenty
Town of Duck Lake
Town of Foam Lake
Town of La Ronge
Village of Abbey
Village of Welwyn
Village of Morlach
Northern Village of Beauval *
Village of Landis *
Village of Vibank *

* These applicants are approved subject to the municipality providing an approved mentor.

Standard Applications:
Amanda Baumgartner
Brad Weibe
Mallory Bezan
Amanda Wolter
Heather Scott
Roxanne Empy

Town of Stoughton
Town of Hepburn
Town of Southey
Town of Radville
Resort Village of Candle Lake
Village of Kincaid

Advanced Level 2:
Donna Rollie

Town of Esterhazy

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Potential

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

A WINTER STATISTIC

**98% OF CANADIANS SAY "OH SHIT" BEFORE
GOING IN THE DITCH ON A SLIPPERY ROAD.**

**THE OTHER 2% ARE FROM SASKATCHEWAN AND
THEY SAY, "HOLD MY BEER AND WATCH THIS."**

AGE HAPPENS

There are three signs of old age:
loss of memory... I forget the other two.

The older a man gets,
the farther he had to walk to school as a boy.

I'm pushing sixty - that's
enough exercise for me.
- Mark Twain

The advantage of exercising every day
is that you die healthier.

There are many ways to die in bed,
but the best is not alone.
- George Burns