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President's Message

**- Jason Chorneyko, President
UMAAS**

“The Blind Mule”

Everyone who enters our profession knows that we have enrolled in a very challenging, demanding career; however, it can also be very rewarding. We are the people steering the ship, under the directions of our Council. When the Council/CAO relationship is healthy we can be in for some smooth sailing. If the relationship is not healthy then the boat can founder.

I was fully planning on a positive editorial extolling all the wonderful aspects of our profession, and there are a lot of them. I personally have been very fortunate that I have been spared having to deal with a dysfunctional Council. In my almost fourteen years in the profession I have only experienced one meeting that devolved into a chaotic shouting match. I do not always agree with the decisions of my Council; however, I carry a lot of respect for them as they do for me and my staff.

Since I last put pen to paper I have received news that a person for whom I performed an office inspection suddenly passed away. My condolences go out to the family of Lorraine Fleming from the Village of Bjorkdale. Lorraine was about to be awarded her Standard Certificate and she looked forward to continuing her work in our fine profession.

In addition to the above sad news, I recently have been informed about one person who believed she had no choice but to resign from her job and one whose employment was terminated without cause. I mentored the person who resigned from her job and was more than confident that this person possessed the skills needed to be a successful administrator. It took a couple of years but constant undermining from Council took its toll. For the CAO who was recently terminated, I received a message on November 30th seeking advice on how to deal with certain procedural issues at Council meetings such as whose job is it to keep Council under control. Simply having to ask this question screams of Council dysfunction. About a month later this person was out of a job.

I am waiting for a lengthy period of time where I do not have to hear about my colleagues being under duress but apparently the carnage continues far more often than it should. A lot of the membership is shielded from such news but in a conversation with Executive Director Richard Dolezsar I was informed that his office fields an average of ten calls per month dealing with Council/CAO/Public disputes.

So what can we do as CAO's to protect ourselves when dealing with dysfunction, harassment, or numerous other bad behaviours? First, if you find yourself in an untenable situation make sure you document everything. Unfortunately any one of us could be fired at any time and there is very little the UMAAS organization can do for you in this situation. Regardless, good documentation may play a big part in getting a fair severance package.

Second, sign an employment contract. This document, if done right, will protect both the CAO and Council. I do not have an employment contract but the more I learn about them the more I believe in them.

Third, UMAAS has a lawyer on retainer for an initial consultation for members. This lawyer may not save your job; however, you can at least have a free professional consultation to help guide you towards the next steps you need to take.

Fourth, lean on your colleagues. I have mentioned in previous editorials that the UMAAS organization is made up of a fantastic group of people. There is a lot of knowledge and experience out there and your colleagues may be able to offer you the support you need.

Finally, and especially if you can somehow drown out all the outside distractions, do your job and do it well. In the words of legendary NFL coach John Madden, “Don't worry about the blind mule, just load the cart”.

In closing, I look forward to the 2018 UMAAS Convention this June. This is a time to learn, network, connect with good friends both old and new, and especially to have some fun away from the office. I know I always feel rejuvenated after Convention and hope the same for you.

2018 UMAAS Convention

**- Brandí Morissette, 2018 Convention Chair
Director Division 1**

“Guardians of the Future” June 5 to June 8, 2018 – Saskatoon Travelodge

With blogs, podcasts, webinars at our fingertips why would you ever need to attend a convention? Let me give you a few reasons:

1. **A Change of Scenery**
Getting out of the office, getting out from behind your desk, changing your routine to get your creative juices flowing.
2. **Networking**
Meeting your colleagues face-to-face, making new friends, catching up with old acquaintances. You are representing yourself and your Municipality, this is your time to make invaluable connections and leave a lasting impression.
3. **Learn Something New**
If there is something specific you want to know, there are many opportunities for you to get the answers you seek. You will hear inspiring talks and gain indispensable knowledge to take away and apply in your community.

“Guardians of the Future” is the theme for the 2018 Convention as we continue to navigate the ever-changing dynamics of Municipal Administration. The Convention Committee has built an agenda focused on the future of where our Municipalities are headed; this includes discussions on topics such as Administrative Responsibilities, Municipal Agreements with Groups or Organizations, Municipal Risk Management Strategies and Framework. We have added in some humor so as to not take ourselves too seriously.

Speakers at this year's Conventions will inspire you both professionally and personally. You will return home invigorated, motivated and ready to implement what you have learned.

We have great entertainment lined up this year featuring James Williams, Women on the Go Tour with a Riverboat Cruise and local Saskatoon shopping, golf and BBQ at the Rosthern Valley Regional Park.

Travelling to a beautiful city, meeting inspiring people, and having a laugh along the way doesn't sound like the worst thing in the world now, does it?

Another UMAAS Conference is just around the corner and you will find a draft agenda and registration form has been forwarded to your office in a separate email. This year's Conference Chair Brandi Morissette has provided a promo article releasing some of the highlights coming up in this year's conference, so be sure to get your registration in and room booked early. Just for the record book this will be conference number 28 as your Executive Director so by now I should be at an all time low as far as pre conference jitters go, but I think every year there is still some apprehension about exactly how things will go and concern about meeting everyone's expectations for the event.

As I survey my own desk at the time of writing to try and pick a current topic which may be of interest, I notice that I am keeping a lot of high profile projects and issues close at hand. I see things such as our Landfill permit renewal application, Landfill Operating Plan and Landfill Emergency Response Plan, our Clean Water and Waste Water Project file, 2018 Operating and Capital Budgets, Capital Asset Registry and Asset Management Information and Arena Roof Replacement project just to name a few of the larger ones. All pretty dry stuff and hard to make exciting. I also looked back into the 1990's to see what the hot UMAAS topics were at that time and saw some of the same things we are still talking about now like predictable infrastructure funding, regionalization of services or moving to larger municipal structures and of course certification and training of administrators. Incidentally, when asking one of our members what might be a suitable topic, they didn't really come up with anything specific or new, but did let me know they expected to see another deep and thoughtful article as has been a bit of a tradition the last couple of years.

So that comment really set the tone as I didn't want to be seen as too predictable, after all who needs this serious stuff all the time and I decided to do exactly the opposite as I came across an old golfing story that is totally thoughtless and anything but deep, however many will find it entertaining to the point of laughter I am sure. I have changed the names in the story to protect the innocent and am writing it in the first person so the jokes are on me. In theory if you make fun of yourself, others should not be offended, so here goes:

Rick Takes Up Golf

A few years ago my wife said to me, "Rick, it is about time you learned to play golf, that is the game where you chase balls all over the country when you are too old to chase women."

So I went to my good friend Rodney Audette and asked him if he could teach me how to play golf. He said, sure, you've got balls haven't you? I said

yes, but sometimes on cold mornings they are hard to find. Bring them to the Clubhouse tomorrow, he said, and we will tee off. What is a tee off, I asked? He said it was a golf term and we would have to tee off in front of the Clubhouse. Not for me, I said. You can tee off there if you want to, but I'll tee off behind the barn somewhere. No! No! he said. A tee is a little thing about the size of your little finger. Yeah, I've got one of those. Well, he said, you could stick it in the ground and put your ball on top of it. I asked if you played sitting down. I always thought you stood up and walked around. You do, he said. You are standing up when you put your ball on the tee.

Well folks, I thought this was stretching things a bit too far and I said so. He said you've got a bag, haven't you? Sure, I said. Your balls are in it, aren't they, he asked? Of course, I told him. Well, can't you open the bag and take one out? I said I suppose I could, but damned if I was going to. He asked if I didn't have a zipper on my bag and I told him NO. Mine was the old fashioned type. Then he asked me if I knew how to hold my club. Well, after 40 years I should have some sort of an idea and I told him so. He said you take your club in both hands. I knew right then he didn't know what he was talking about. Then he said you swing it over your shoulder. No! No! That isn't me your talking about, that's my brother. He asked me how I held my club, and before I thought, I said in two fingers. That's not right he said and told me to bend over and he would show me how. He couldn't catch me there because I didn't put four years in the Navy for nothing.

He said you hit the ball with your club and it will soar and soar. I said I could well imagine, and then he said you are on the green. What's the green, I asked? That is where the hole is, he said. Sure you're not colour blind, I asked? That is where the hole is, he said again, then you take your putter. What is a putter, I asked? That is the smallest club made, he said. That's what I've got, a putter. And with it, he said, you putt your ball into the hole. I corrected, you mean the putter. He said, the ball, too. Well, I've heard of big holes but this was ridiculous. Then he said, after you make the first hole, you go on to the next seventeen. He wasn't talking to me, after two holes I'm all shot to Hell. You mean, he said, you can't make eighteen holes a day? Hell no, it takes me eighteen days to make one hole and besides, how will I know when I'm in the eighteenth hole? He said, the flag will go up.

That would be just my luck!

Oh yeah on another note speaking of golf, Hudson Bay will be hosting the 2018 SUMA Golf tournament July 12th and 13th, 2018. Registration and sponsorship information is available on the SUMA Web site and will be available at the UMAAS Conference. We have a wonderful Golf course and promise some great entertainment and meals so hope to see many of you here!

ATTITUDE

"The longer I live, the more I realize the impact of attitude on life.
Attitude, to me, is more important than facts.

It is more important than the past, than education, than money, than circumstances,
than failures, than successes, than what other people think or say or do.

It is more important than appearance, giftedness, or skill.

It will make or break a company . . . a church . . . a home.

The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day.

We cannot change our past . . . we cannot change the fact that people will act in a certain way.

We cannot change the inevitable.

The only thing we can do is play on the one string we have, and that is our attitude . . .

I am convinced that life is 10% what happens to me and 90% how I react to it.

And so it is with you . . . we are in charge of our Attitudes."

- Charles Swindoll -

Executive Editorial

**- Brad Wiebe, CAO - Town of Hepburn
Director, Division No. 6**

Municipal Policy - What is it good for?

I was recently searching for municipal policies related to common themes that have been discussed at Council meetings. Some of these were simple matters such as having a liquor permit in a Town facility or making the call on a fire ban. I found that many municipalities follow the approach of bringing almost everything to Council for a decision – although most of these decisions are administrative or operational matters. This was the historical approach used by the Town of Hepburn, where I have been the CAO for the past two years, and I noticed we were discussing the same issues over again with someone saying – what did we do last time with that issue?

So, what is municipal policy good for? A few things that come to mind include:

1. A consistent approach to decision making – a policy will guide how decisions are made and who has authority to make them.
2. Transparency – when a ratepayer/ councillor/ your brother asks who gave you the right to make that decision :)
3. Council meetings focused on Council responsibilities – the main responsibilities of Council include adopting a budget and approving financial statements and expenditures and setting policy and bylaws. When significant time is spent discussing if a liquor permit should be allowed at the Town arena, what conditions should be in place, and how much should we charge for waste removal, cleaning and rental fees it takes away from the time dedicated to important Council business.
4. The proper authority making the decision – for example, is the fire chief or Council in the position to decide if the municipality

should implement a fire ban – and do we need to schedule a special council meeting to make that decision.

5. Council/ CAO relations – ensuring a consistent and transparent policy is being followed can remove issues of trust or bias. If and when administration is questioned on an administrative decision or action there is a policy that was adopted by Council to back you up.

I have been keeping a list of time-taking discussions at Council meetings that could have been avoided had a policy been in place. Some of these include:

- purchasing/ procurement
- fire ban
- wild animals (skunks)
- tree removal
- special event/ liquor permit
- boulevard/ sidewalk maintenance

A clear and concise policy manual that provides guidance on decision making processes can save time and money, and even an administrators' job in a difficult situation. Many administrators may prefer to take everything to Council because they think this will protect them from the heat of making the decision and someone not agreeing with it, however, this approach can backfire when decisions are inconsistent because someone forgot how it was handled the last time or when similar situations are treated differently (possibly based on the person rather than the issue or at least it can be perceived that way). If a decision is administrative or operational in nature it is best to have a Council policy in place rather than requiring individual Council decisions whenever these issues come up.

*MUNICIPAL POLICY, HUH, WHAT IS IT GOOD FOR...
ABSOLUTELY EVERYTHING!*

**- Brad Wiebe, RMA, RPP, MCIP
CAO - Town of Langenburg**

Administrator's Profile

I was born and raised in Osler, SK. I attended the University of Saskatchewan and graduated with a B.A. in Regional and Urban Planning, H. Hons in 2003. Following University I spent 13 years working in the Community Planning field in Alberta and Saskatchewan. During this time I gained an interest in Local Government Administration and completed the National Advanced Certificate in Local Authority Administration (Level 1) from the University of Alberta in 2013. In March 2016 I was hired as the Administrator for

the Town of Hepburn and District Planner for the Twin Rivers Planning District that includes 8 municipalities (Towns of Rosthern, Waldheim, Hague, Duck Lake, and Hepburn; Village of Laird and R.M.'s of Rosthern and Duck Lake). I am married with a daughter, Rhyse and a son, Isaak. I spend most of my leisure time with family fun - volunteering and chauffeuring the kids around to various sporting events including competitive swimming in Saskatchewan and across Canada and internationally for water polo.

Town of Hepburn

Community Profile

The Town of Hepburn, located approximately 40 kilometres north of Saskatoon, was officially recognized on **July 5, 1919**. The town obtained its name from the first post office on the farm of *Rowat Hepburn*.

Hepburn is a proud agricultural community and area. Opportunities for plentiful fertile land attracted homesteaders and settlers to the area in the late 1800's and early 1900's. As with many rural Saskatchewan communities, people of similar culture and language gravitated to the same community. Many of the settlers were German Mennonites.

The settlement of Hepburn grew quickly in the first two decades of the 20th century before being declared a village. Progress was evident from the construction of the first store and two elevators in 1908, the commencement of train service (1909) and the construction of a lumber yard and of a church (1910). During the next decade, the Hepburn Trading Post, Cockshutt dealership, a telephone company, garage, livery barn and other business establishments were built.

1927 marked the building of a new school (now a heritage property)

and the beginning of Bethany College. Over the years, Hepburn has experienced many changes.

According to the 2011 census, Hepburn had a population of 562 and in August 2012, the Village shifted to Town status. Hepburn completed a major water project in 2012 installing water mains throughout the entire Town and a Treatment Plant. The Town has retained its rural flavour, even though many residents work in nearby areas and Saskatoon. The 2016 census noted an increase in population to **688 residents, a 22.5% increase**.

Regular community events include: Winter Festival (Mar), Garage Sales (May), Spring Clean-up Days (May), Museum of Wheat Regular Saturdays (May-Sept), Fair Days Weekend (June), Kidventure Program (July-August), Art on Main Event (August/September), Museum of Wheat Threshing Day (September), Family Movie Nights (September-April), Fall Clean-up Days (October), Fall Museum of Wheat Fundraiser Dinner (November), Christmas Events & Concerts (December). The Town's 100th anniversary is coming soon in summer 2019!



A GROUP PURCHASING PROGRAM

FOR ALL SUMA MEMBERS

We've been listening and are working diligently for our members.

Since joining forces with our sister associations, we have now added **capital purchase programs**.



Watch for announcements on vehicles and chassis, heavy construction equipment, and generators.

SAVING YOU **TIME** AND **MONEY**

Bookmark us for updates at
www.suma.org/sumadvantage

2018 UMAAS Conference NOTICE!!!

The Travelodge Hotel, Saskatoon offers the following special rate for on-site Convention Rooms June 5th - 8th, 2018

\$129.00 - Standard Doubles
OR
\$129.00 - Business King

Phone (306) 242-8881

Please book by May 5th, 2018 and advise you are with the UMAAS

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

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

Board of Examiners Report

Board Meeting of December 19, 2017

Permits:
Carly Warren Village of Borden
Shayla Reynolds Village of Carievale
Jennifer Wagner Village of Quill Lake
Tara Neumeier Town of Kerrobert

Conditional Extensions:
Michelle Grimard Village of Prud'homme
Colleen Stinson Village of Grayson
John Enns Wind Town of Battleford
Jacquelynn Mann Village of Weldon

Conditional Certificates:
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Carly Warren Ford Village of Borden
Jacqueline Chouinard Village of Saskatchewan Beach
Kathleen Moorman Village of Laird
Ilone Pfrieger Village of Drake
Kristen Kelbaugh Village of Stenen

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Cheryl Barrett RM of Martin
Kristie Long Village of White Fox
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ADVERTISING RATES UMAAS UPDATE

Published 3 times a year -
April, September, December

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

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Deadlines:
15th day of the preceding Month

Clarity is seeing
the path to your

Potential

With offices in Saskatoon and Yorkton, Collins Barrow PQ LLP has been pleased to work with UMAAS members and municipalities to meet their governance and regulatory needs over the past 80 years.

The Professionals at Collins Barrow offer the insight you need combined with objectivity and actionable advice in virtually every area of your operation. Known as Canada's mid market alternative for audit, tax and advisory solutions, we have developed a reputation for being a real choice for quality and value-added financial advice, due to the depth and breadth of our in-house skills, customized offerings and service excellence. With offices from coast to coast, our Audit, Tax and Advisory Professionals make you our focus.

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“We spent many months examining the pros and cons of leaving the local insurance broker. On every level, SUMAssure was better.”

KINDERSLEY

7

As elected officials and municipal staff, we strive to provide the best infrastructure, safest facilities, and most efficient public services possible, despite perpetual constraints to our budgets and changing legislation. In Kindersley, we spent many months examining the pros and cons of leaving the local insurance broker. On every level, **SUMAssure was better**. SUMAssure helps us wade through this regulated environment and is developed, controlled, governed, amended and shaped by us, and pays dividends... to us. It is created by municipalities for municipalities, meeting our specific needs as we see them.

Under the guidance of Aon, SUMAssure delivers to municipalities a **property and liability insurance** product that is unrivaled - responsive, informative, no-cost risk management with first class customer service. **After four years as a subscriber, we are more confident than ever that we made the right decision.**

BERNIE MORTON | CHIEF ADMINISTRATIVE OFFICER | TOWN OF KINDERSLEY

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