

# UMAAS UPDATE

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### **YOUR BOARD OF DIRECTORS 2022 - 2023**

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## **“Roles of Council vs Admin”**

**H**ow many administrators are in a situation where members of council feel it's their role to be managers, whether it be of staff or large projects? There is nothing more frustrating than having a staff member quit, which you will have to replace (or perhaps work overtime filling the void for), because of council involvement. Receiving the blame for a project steered sideways by councillors with little to no experience managing projects, little to no knowledge of existing infrastructure, and sometimes little regard for applicable legislation is also pretty demoralizing. Of course, councillors can't be fired for their mistakes (except every four years at election time), but you can.

You, my friends, are the unfortunate...majority...in small town Saskatchewan. And it's very true that the members of council that would benefit most from training are least likely to take any. Mandatory training to be on council has been pitched and flat out refused by the powers that be (and might not even help in many cases). As such, we need to equip our members with the tools to address this unfortunate plight – easier said than done.

In the case of staff, you might start by explaining that subsection 111(3) of The Municipalities Act states that “the administrator is responsible for the hiring, suspension and dismissal of all employees of the municipality, unless otherwise provided by council.” It's unfortunate that “unless otherwise provided by council” was included here as you're going to have to explain what should be obvious. The administrator:

- 1) works directly with staff and usually has a better understanding of their strengths and weaknesses;
- 2) understands the day-to-day operations much better than anyone on council;
- 3) is best able to direct staff because he or she is a full-time employee (at least in most cases); and
- 4) is generally more familiar with The Saskatchewan Employment Act and applicable legislation due to the training and reading they must do in their roles.

In the case of project management, my advice is generally to insist there can only be one project manager on a jobsite to ensure communication between the contractor, staff and council is as streamlined as possible (don't be afraid to ask council to make an appointment so it's very clear). When you try to split this position between people, things get missed or confused because the left hand never knows what the right hand is doing. The end result of a council member appointed as project manager is usually that the council member realizes the job requires more time to do well than they can give to it, mistakes are made that get the municipality in a bad spot (financially or legally), things get done without proper council authorization, or on rare occasion things go smooth and they take some work off your very full plate. Except for the latter scenario, the administrator is left dealing with the mess at the end, and even though adversity is an opportunity to prove your value, you'll constantly be having to prove your value to your less experienced councillors. The feeling of frustration that comes with this is part of why our profession is always looking for new people!

But never forget, if you'd like to be recognized as a professional, you must treat council with respect, even if they're making a mistake, and understand that you are not the decision maker. Make your recommendation, state your reasons and respect the decision. Very few people run for council for selfish reasons. In most cases, their motivation is their love of their community. I try to remind myself of this whenever I find myself in one of these very awful positions. If all else fails, look around and see if any other council might appreciate you more. Poor leadership costs good employees and no organization can succeed without good staff. If they don't respect you now, I bet they will when you're gone.

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As 2022 winds down with the approach of the fall season, I am realizing that I have but two editorials left to compose for the UMAAS newsletter. After penning over 100 articles it is no wonder, that new ideas are becoming scarce. I started as your Executive Director in June 1990 and with that in mind I decided to look back to the 90's and check our newsletter archives to see what the hot topics were back then.

So here's a little bit of history as to the major issues the municipal administration world was wrestling with some 30 years ago.

In 1990 the country was in a recession and struggling to recover from high interest rates, municipalities were short of funds in general and the absence of any Capital Funding programs was a major issue. SAMA had brought forward a proposal to update base rates in the assessment system from the 1960's to more current construction values with base rates adjusted every four years, these major reforms and phase in options were a major issue for municipalities.

In 1991 UMAAS was involved with pension plan improvements and certification issues. Back then an administrator had to work in a community of at least 500 population in order to become certified, totally different from today's regulations where every community regardless of the size has to have certified administration to be compliant.

Also in 1991 and on into 1992, the Country including our Town offices were dealing with the implementation of a new Federal tax system called the GST. Yes, there was a time not that long ago that there was no such thing as GST. SUMA held a Fall Symposium in 1992 centered on a thought provoking exercise of restructuring local governments within the realities of the day. It was decided that SUMA, SARM and SSTA needed to develop a single vision on the future of local governments based on a bottom up approach. Yes, we are still waiting on that one. A theme of the SUMA conference that year is that we are over governed entangled in regulations and too many resources are being used up serving government, rather than serving people. Sounds familiar 30 years later.

1993 saw the transfer of the Board of Examiner's functions from the Department of Municipal Affairs to the UMAAS and RMAA respectively. This was followed up with a Task Force on certification of administrators in 1994 and 1995. Just last year UMAAS and RMAA agreed once again to establish a committee to review reciprocal certification between Urban and Rural.

Things were really moving along in 1996 when the UMAAS Executive gave the green light for the purchase of a laptop for the Association. Incidentally the cost was over \$3000 back then. Also new that year was the establishment of VLTs around the province, regulation of placement and how many and how it was going to take a major bite out of local community fundraising, bingos and raffles.

In 1997 with the update of new Market Value assessments, municipalities were handed the authority to use tax tools at the local level. Base tax or Minimum tax and Mill Rate Factors all had their advent just 25 years ago.

Rushing into the modern ages in 1998 SUMA and UMAAS were moving ahead with the earth shattering developments of establishing web sites. In 1999 the Garcia Task Force tabled a report suggesting the restructuring of all Saskatchewan municipalities into approximately 25 to 30 major units, which was resoundingly rejected by almost all local governments, particularly rural municipalities. I do agree that was too much of a major step at the time, but it is unfortunate that work on restructuring has not carried on in a more meaningful way than it has to date.

Of course heading into the new century January 1st, 2000 the term Y2K had everyone in fear that all the technology in the world would shut down at 12:01. Thankfully almost everything transitioned smoothly into the 21st century.

In closing here is a little quote I found to help us look at what has really changed in the world:

"The budget should be balanced, the treasury should be filled, public debt should be reduced. The arrogance of officials should be tempered and controlled, and assistance to foreign lands should be curtailed lest we ourselves should become bankrupt. The people should be made to work and not depend on the Government for subsistence." ----**Marchus Tullius Cicero, about 60 B.C.**

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## **-WORKING ENVIRONMENTS**

In June I experienced my first UMAAS Convention, which opened a whole new world for me by making connections and gaining knowledge. This was very fitting, given the theme for the convention was ***“A Whole New World.”***

In conversations with colleagues at the convention and daily work, many agreed that the timeframe for municipal employees remaining in their position is between three to five years. Whether this stems from councillors being heavily involved in employee management, leadership issues, societal changes, or a trend with younger generations is unclear.

During an interview with MuniCast, George Cuff stated, “I did work recently in the City of Nanaimo where they have 60, six-zero, management positions. In five years they went through 110 changes.” That is a 54.55% turnover rate! Successful business practice suggests a turnover target rate of 10% or less as it costs 33% of an employee’s yearly salary for their exit on average.

While jobs are seemingly scarce in some sections, the municipal sector has continuous job postings. Garth Johns, a professor from OntarioTech Continuous Learning said “Money is not normally one of the causes for employees leaving a municipality. Office culture, lack of advancement opportunity and politics, in some combination are the primary reasons for leaving.” The challenge then becomes creating a working environment that attracts the qualified person and the best fit. One should not be afraid of a co-workers’s accomplishments because having a successful co-worker shows successful leadership.

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## CAO Profile

## Andrea Goebel, Acting CAO Town of Lemberg

### **Andrea’s Profile:**

The age old question “What do you want to be when you grow up?” was no easy question for me. I gravitated toward many career options from veterinary, EMT, technical support, care home aid, and more. In 2010 I had the opportunity to attend SAIT in Calgary on a hockey scholarship and completed my first year of a business diploma. I struggled to find direction in a future career when I began my employment with the Saskatchewan Health Authority (SHA), formally Regina Qu’Appelle Health Region, in 2012. As I navigated through my various roles with the SHA I excelled in leadership positions.

After completing my Computer Networking Technician Certificate in May 2016, I began employment with SaskTel in Technical Support. My job ended when I married my husband Tyler and moved to Neudorf, Saskatchewan, in May 2017.

We welcomed our daughter Roslyn in 2018 and I began my virtual employment with Geek Squad. Needing a more fulfilling career, I began exploring local opportunities. An Administrative position in Neudorf sparked my interest and though I was not the successful applicant, it encouraged me to begin my studies in the Local Government Authority program. I started education in 2020, all while caring for my 7-month-old son Mack and 2-year-old daughter. In December of 2020, I started my employment with the Town of Grenfell as their Office Clerk and in 6 short months became the Finance Officer and began my mentorship to become a Certified Administrator. The CAO position became available in the Town of Lemberg in August of 2021 and I decided to further my career in their office. In December 2021 I completed my Advanced Certificate through the University of Regina. I hold Standard and Advanced Local Government Authority Certifications and am currently apprenticing for full Certification. Without even knowing it, I found my career in a quaint little town brimming with potential.

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The Town of Lemberg is located along Highway 22, approximately 50 km southwest of Melville. When asked about Lemberg, many will tell you about the friendliness of the residents and the community spirit. An inclusive community is evident to all relocating to Lemberg and proudly resonated through our residents. Whether retiring or starting a family, there is a place for everyone. The Town of Lemberg is built on volunteers, pride, beauty, and great friends.



Lemberg has many amenities to meet the needs of our residents and surrounding communities, including 12 businesses. The Town celebrates its new Community Complex Recreation Center that boasts a two-lane/five-pin bowling alley, pool tables, table tennis, shuffleboard, foosball table and a fun, relaxing place to play cards, set puzzles or have a coffee with friends. In 2022, the Lemberg Lions Club completed a new Campground that houses ten sites; five serviced and five overflow! The Town's biggest challenge is receiving funding for our Water Treatment Plant upgrade, a projected \$2.9 million expense in 2019. We are confident that the appropriate grant will open soon to complete this vital project. We invite you to visit the quiet, peaceful, and friendly Town of Lemberg, where you'll enjoy our hospitality, and you may fall in love enough to stay!

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# Mintues of the 67<sup>th</sup> Annual Convention

**MINUTES of the SIXTY SEVENTH (67th) ANNUAL CONVENTION of the  
URBAN MUNICIPAL ADMINISTRATORS' ASSOCIATION OF SASKATCHEWAN  
Held at the TRAVELODGE HOTEL IN SASKATOON, JUNE 7<sup>th</sup> – 10<sup>th</sup>, 2022.  
PRESENT WERE: 178 Delegates- 3 Fraternal-66 Sponsors/Exhibitors/Guests = 247**

## WEDNESDAY, JUNE 8<sup>th</sup>

### CALL TO ORDER

President Jason Chorneyko called the meeting to order at 9:00 a.m. Wednesday, June 8<sup>th</sup>, 2022.

### WELCOME AND INTRODUCTIONS

President Jason Chorneyko introduced the head table and gave his President's address.

### EXECUTIVE DIRECTOR'S REPORT

Executive Director Richard Dolezsar provided his annual report on the operation of the Association outlining many of the projects, programs, consultations and initiatives that UMAAS has been involved in over the past year. In addition he announced the retirement of Joyce Aitken, Board of Examiners Secretary, Teresa Parkman, Executive Assistant and himself Richard Dolezsar, Executive Director effective December 31, 2022.

### 2021 CONVENTION MINUTES

Moved by Richard Dolezsar that the 2021 Annual Convention Minutes be approved as circulated. CARRIED

### 2021 AUDITED FINANCIAL STATEMENT

Moved by Richard Dolezsar that the 2021 Audited Financial Statement be accepted as circulated. CARRIED

### CONFERENCE KICKOFF SPEAKER–STUART ELLIS-MYERS "TWITCHY!"

"Twitchy" provided a high energy conference kickoff presentation entitled "Mental Health, Mental Wealth".

### CALL FOR NOMINATIONS –PRESIDENT

Richard Dolezsar, Executive Director, conducted the Call for Nominations for President.

Rodney Audette of White City nominated Chris Costley, CAO Town of Mossbank for the position of President.

No further nominations were received upon second or third call.

Richard Dolezsar, Executive Director, declared Chris Costley elected President by acclamation.

### CALL FOR NOMINATIONS – VICE PRESIDENT

Richard Dolezsar, Executive Director, conducted the Call for Nominations for Vice President.

Brad Hvidston of Tisdale nominated Barry Elliott, CAO Town of Maple Creek for the position of Vice President.

No further nominations were received upon second or third call.

Richard Dolezsar, Executive Director, declared Barry Elliott elected Vice President by acclamation.

### NOON LUNCHEON

The following sponsors provided remarks and fraternal greetings at the noon luncheon:

- Randy Donauer, SUMA Director for Cities
- Shauna Audette, SaskWater
- Duane Nicol, President - MMAA
- Raylene Packet, Division 3 Director – RMAA
- Jamie Valentine, Executive Director – SASBO

### DISTRICT MEETINGS

District meetings took place at 1:00 p.m.

### GEORGE CUFF, FCMC MUNICIPAL GOVERNANCE CONSULTANT

George Cuff provided two insightful and dynamic presentations to challenge conference participants to know their roles and excel as municipal managers. Session One: What Ten "Good Governance Processes" are Critical to Success. Session Two: The Keys to a Short Municipal Career.

### ANNUAL BANQUET, RETIREMENTS AND SOCIAL EVENING

Conference participants enjoyed the annual banquet, retirement awards, membership pin presentations, new certificate recognition and entertainment with Blue Chip Casino Rentals. Guest speakers at the banquet included the Honorable Don McMorris, Minister of Government Relations who assisted with presentations of membership pins, new certificates and retirement awards.

## THURSDAY, JUNE 9<sup>th</sup>

### ASSOCIATE MEMBERS MEETING

An Associate members meeting was held and Landon Chambers of Cochin was elected as Associate Director.

### UNIVERSITY OF REGINA – LGA PROGRAM UPDATE

Danielle Curtis, Program Coordinator addressed the conference to review course information and updates respecting the LGA Program.

### SUMA – EXECUTIVE DIRECTOR, JEAN-MARC NADEAU

Jean-Marc Nadeau, Executive Director provided an update on the two year diploma Local Government Administration Program currently being developed with SaskPoly Technical to complement the current University of Regina, LGA Program.

### SUMASSURE PROGRAM – TANIA WENDLING

Tania Wendling, CEO provided information on the enrollment success and advantages of the SUMAssure Program.



KINETIC GPO – GERALD FORD, DIRECTOR OF SUPPLIER DEVELOPMENT AND NATIONAL PROGRAM MANAGER

Gerald Ford, Director of Supplier Development and National Program Manager outlined the benefits and advantages of municipalities participating in the Kinetic GPO Group Purchasing Program.

KENDAL NETMAKER – “LEADER WITHIN”

Kendal Netmaker, keynote speaker, provided an inspiring and insightful program titled “The Leader Within”.

MEPP PRESENTATION – “STEPS TO RETIREMENT” – DARLENE GLOWA

Darlene Glowa shared information on the MEPP Program and retirement planning. A question and answer session followed. Darlene invited anyone with questions to contact her office.

SOUTHEAST COLLEGE PROGRAM INFORMATION

Tania Hlohovsky Andrist of the Southeast College provided detailed information on the administration Program offered at that facility.

NETWORKING AFTERNOON

Delegates participated in a networking afternoon with a choice of either a Texas Scramble Golf Tournament and BBQ at Rosthern Valley Regional Park or tour with the Prairie Lily on the Mighty Saskatchewan and Saskatoon's Black Fox Distillery.

Winners of the Texas Scramble were a team of:

Clayton Meier, Clint Vargo, Gail Sloan, Victoria Folk

FRIDAY, JUNE 10<sup>TH</sup>MAJOR SPONSOR GREETINGS AND MESSAGES

Eric Biehn of Viking Benefit Solutions provided details of their Retiree Health Benefit Programs.

TSASK – TECHNICAL SAFETY AUTHORITY

Stephen Freidt of the Technical Safety Authority of Saskatchewan provided delegates information on the revised Plumbing Permitting Regulations.

ADVISORY SERVICES – LEGISLATIVE UPDATES AND AVAILABLE RESOURCES

Megan Istace and Chris Lamontagne updated delegates on the following current issues:

- Overview of Ministry of Government Relations organization and branches
- Local Government Election Act updates
- Public Disclosure Statements
- Council Procedures Bylaws
- Special Meetings
- Conflict of Interest/Code of Ethics
- Online Resources
- Municipal Revenue Sharing eligibility requirements.

CONSTRUCTION CODE AUTHORITY – RYAN SHEPHARD & CHRIS GATES – NEW BUILDING ACT AND REGULATIONS

Ryan Shephard and Chris Gates of the Construction Code Authority provided information on the new Building Act and Regulations.

OPEN FORUM – PANEL – QUESTION AND ANSWER SESSION

Delegates were invited to address questions on any municipal administration topics to a panel comprised of the following individuals:

Megan Istace – Municipal Advisory Services  
 Bukola Afolabi, SUMA Legal Advisor  
 Jason Chorneyko – UMAAS President, CAO Town of Wynyard  
 Joyce Aitken, UMAAS Board of Examiner Secretary  
 Richard Dolezsar – Executive Director, UMAAS  
 Chris Costley – UMAAS Vice President, CAO Town of Mossbank  
 Ryan Shepherd, Construction Code Authority  
 Chris Gates, Construction Code Authority

Topics included:

- Limitation of SUMA Legal Advisor capabilities to serve 400 members.
- Process to hold Council Members accountable for Code of Ethics/Conflict of interest violations.
- Reasonable time and costs for providing public information disclosures.
- Status of update of assessment in Municipal Directory
- Process to follow when governance during wind down of small village becomes dysfunctional
- Council Code of Ethics processes and recording of minutes of official decisions
- Mayor and Council access to office when CAO is not present.
- Council/CAO relationships and ground rules and breakdown of confidential protocols
- Extension of benefits to include more mental health benefits.
- Administrator's networking and Peer Support Group.
- Necessary mentorship training for new administrators to establish their basis of respect from Councils.

INTRODUCTION OF 2022-23 EXECUTIVE

Division 1- Stephen Schury, Milestone  
 Division 2 - Janelle Desautels, Cabri  
 Division 3 – Andrea Goebel, Lemberg  
 Division 4 - Aileen Garrett, Unity  
 Division 5- Pamela Wintringham, Wakaw Lake  
 Division 6 - Kelly Hoare, Shellbrook  
 Division 7 - Meredith Norman, Northern Village of Denare Beach

Associate  
 President  
 Vice President  
 Past President  
 Executive Director  
 Executive Assistant

- Landon Chambers, Cochin  
 - Chris Costley, Mossbank  
 - Barry Elliott, Maple Creek  
 - Jason Chorneyko, Wynyard  
 - Richard Dolezsar, Hudson Bay  
 - Teresa Parkman, Hudson Bay

PRESIDENT'S ADDRESS

President Chris Costley thanked past President Jason Chorneyko and UMAAS staff for their efforts over the past years and looked forward to working with the new Executive and membership in the coming year. He invited delegates to communicate regularly with himself and Executive members.

**ADJOURNMENT** President Chris Costley declared the Convention adjourned at 12:15 p.m.



# Targeted Sector Support Initiative: Intake for Applications

The Targeted Sector Support (TSS) Steering Committee is once again accepting grant applications from municipalities under the TSS Initiative.

The TSS Initiative provides cost-shared grants, up to 75 per cent on eligible costs, to municipalities partnering to strengthen their core municipal responsibilities through projects focused on regional co-operation, capacity building and good governance. Applicants must be a municipal government and partner with at least one other community, such as other municipalities, regional committees, First Nations or parks.

Examples of previously approved grants include:

- \$100,000 for assistance with the creation of a municipal district
- \$75,000 for developing a regional emergency management plan
- \$40,000 for reviewing a regional district plan
- \$11,000 for governance training for municipal officials

Each year, TSS receives \$1.5 million from the Municipal Revenue Sharing Grant Program. Funds are administered by the Saskatchewan Association of Urban Municipalities (SUMA), on behalf of the TSS Steering Committee. The TSS Steering Committee consists of SUMA, the Saskatchewan Association of Rural Municipalities, the Saskatchewan Association of Northern Communities and the Ministry of Government Relations.

Applications under the current intake are being accepted from **September 1, 2022 to November 15, 2022**. Interested municipalities can learn more and apply by visiting the [Targeted Sector Support Initiative](https://www.targetedsector.ca) webpage. Email [info@targetedsector.ca](mailto:info@targetedsector.ca) for more information.



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1/2 Page - \$150

1/3 Page - \$120

1/4 Page - \$100

Card - \$75

Yearly Rates for all 3 Issues  
- 20% off the above rates.

Plus GST.

Published 3 times per year.  
-April, September and December.

Deadlines: 15<sup>th</sup> day of the Preceding Month.



**Any simple problem can be rendered unsolvable if enough meetings are held to discuss it.**

# **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.

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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# Board of Examiners Report

## August 19, 2022

### Conditional Certificates Issued:

Callista Lockerby	Manor
Brenden Palmer	Torquay
Noelle Ottenbreit	West End
Chantel Bascom	Beechy
Brenda Beaulac	Spiritwood
Judy Stephaniak	Loreburn
Raena Wilk-Morhart	Drinkwater
Betty Stephan	Aquadeo
Gaylene Quiring	Kinley
Lorrie Champ	Jansen

### Standard Certificates Issued:

Kathleen McGladdery	Neilburg
Angela Robertson	Neudorf
Dot Andrews	Kivimaa-Moonlight Bay
Stacey Johnson	Carievale
Linda Minshull	Gainsborough
Vanessa Bakken	Stewart Valley
Joy Christian	Ogema
Tracey Hendriks	Pilot Butte

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or

**B**

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- 2 Email us at [Advocacy@assetmanagementsk.ca](mailto:Advocacy@assetmanagementsk.ca).
- 3 Phone us at (306) 500-7868.