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RURAL COUNCILLOR

VOLUME 52 number 4

WINTER 2019 ISSUE

PUBLISHED BY THE SASKATCHEWAN
ASSOCIATION OF RURAL MUNICIPALITIES

Publications Agreement #40062693

GOVERNANCE

Increasing Participation in Municipal Politics; Continuing Education for RM Administrators; Core Principals of Good Governance; Breaking BAHD Behaviours in Your Workplace; Reconciliation Efforts Across the Province; Getting Youth Involved in Governance; Helping Councils Adapt to a Changing World; Free 10 Minute Trainers

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RURAL COUNCILLOR

SARM

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OUR VISION

By being the rural voice, SARM will effectively lead autonomous municipalities in creating a vibrant, diverse economy resulting in a strong, sustainable Saskatchewan.

OUR MISSION

SARM delivers timely, dependable programs and services to meet the needs of its members while influencing government policy and facilitating municipalities to work together to foster rural development and build strong, sustainable communities.



MINISTER'S MESSAGE

BY THE HONOURABLE LORI CARR
MINISTER OF GOVERNMENT RELATIONS

THANK YOU for the opportunity to introduce myself as Saskatchewan's new Minister of Government Relations in this latest edition of the SARM *Rural Councillor* magazine. After previously serving as the Minister of Highways and Infrastructure, I was sworn in to my new provincial Cabinet post in mid-August. I continue to have the privilege of working with government officials to improve Saskatchewan's quality of life and am looking forward to working with SARM and their members on important issues facing our constituents. I am confident that we can continue to improve the lives of people throughout the province through our collaborative work.

One of the ways in which our government is working hard to do just that is providing resources to reeves, mayors, councillors and municipal administrators related to governance to help them effectively serve their citizens. Our most recent efforts in this area are through the Targeted Sector Support Initiative.

This is a co-managed initiative between the Ministry of Government Relations, Saskatchewan Association of Rural Municipalities (SARM), Saskatchewan Urban Municipalities Association (SUMA) and New North, with consultation from the Rural Municipal Administrators' Association (RMAA) and the Urban Municipal Administrators Association of Saskatchewan (UMAAS).

This initiative will see an investment of up to \$1.5 million from the provincial government's Municipal Revenue Sharing Program toward key priorities that support capacity building, regional planning and co-operation, and good governance.

Earlier this fall, we asked municipalities to submit their expressions of interest for innovative ideas that will advance the priority areas mentioned above. Those submitted ideas will help finalize the design framework for a grant program under this initiative, which will be introduced later this year. Stay tuned for more details.

A more established tool to help local government leaders with questions related to governance is the Municipal Peer Network, which is also a partnership involving the Ministry of Government Relations, SARM, SUMA, UMAAS and the RMAA. It created a network of seasoned administrators and elected officials who can provide advice to their peers to help resolve a complex issue or conflict – whether you're new to local government or a veteran local public servant. You just need to reach out for some help, if you need it. For more information, visit: saskpeernetwork.org.



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The ministry also has what are called 10-Minute Trainers – a free online training tool to help expand the knowledge of administrators and council. The 10-Minute Trainers include short videos and questions designed to engage municipalities in discussions about their governance and administrative practices. Videos are available on www.saskatchewan.ca.

The training can be facilitated by municipal administration and is designed so that it can be easily completed as a group before or after a council meeting. The short format was intended to make it accessible to administrators and elected officials with busy schedules. I hope you are able to take advantage of some of the tools available to support your work and find them both useful and practical.

Having previously spent 10 years serving on a municipal council, I certainly understand the time commitment it takes to serve in local government and to address the priorities of your communities. If we all strive for innovative ways to work together, we can continue to make our communities better and help keep our great province strong.

Thank you for your work and commitment.



Ensuring transparency and **ACCOUNTABILITY**

BY RAY ORB
SARM PRESIDENT

HELLO to all council members and administrators:

We all know that good governance is of the utmost importance for rural municipalities and our society demands it. Transparency and accountability must be a priority for every council member as we enter an era of higher expectations from the general public.

SARM has been promoting good governance by offering several different training programs, more collaboration and better ways to communicate on the matter in general.

The most recent request by the *Star Phoenix*, although it seemed more like an ultimatum, for councils to provide pertinent information such as Council Procedural bylaws, Code of Ethics bylaws, operating budgets and Conflict of Interest declarations seemed a bit much for the media to ask. However, it also may reflect the underlying desire of the public to know that rural municipal councils are responsibly following the legislation dictated by the *Municipalities Act*.

SARM Executive Director Jay Meyer and myself met with *Star Phoenix* editor Heather Persson over lunch in Regina recently to discuss the media request and the motive behind it.

Ms. Persson is a professional journalist and stated that the *Star Phoenix* would simply like to do a story on rural municipalities in a future edition, perhaps in December.

Although it did seem to Jay and I that the newspaper was targeting rural municipalities, Ms. Persson assured us that urban municipalities would receive the request as well.

We all know that the fall period is one of the busiest times for rural administrators, and it did seem that the request was ill timed, although for some of the RMs that have all records digitally recorded, it wouldn't be as much of an issue.

We went on to explain that RMs that don't have high speed internet it would be more of an issue as far as uploading documents, especially in a relatively short timeframe. We spoke about poor high-speed internet connectivity being one of the biggest challenges in rural areas as something that SARM has been lobbying senior levels of government to improve on.

It was a bit of a surprise that Ms Persson didn't have a great understanding of some of the communication challenges poor connectivity was causing rural councils but agreed that was something that the *Star Phoenix* could collaborate with SARM on.

We also explained that through the chair's position at FCM's Rural Forum, improving connectivity was one of SARM's main objectives and could be highlighted in some great weekend reading in the FCM report titled "Rural Chal-

lenges, National Opportunities". I hope everyone at the *Star Phoenix* and *Leader Post* gets a chance to read that document and to learn more about the rural communities' contribution from all across Canada, including those in Saskatchewan.

It does seem that the media does target rural municipalities, but I think that sometimes we are in the news a little too frequently and albeit sometimes for the wrong reasons. We need to be transparent and to follow the required legislation to a "T" and to "Dot the 'i's in a manner of speaking.

We've had great success through programs like the Municipal Leadership Development Program and recognize rural councils for their achievements through the Saskatchewan Municipal Awards program. Partnering with the Southeast College has also helped further governance training for council members as well.

Another example of better governance is SARM's recent press release that highlighted a template that councils can use to adopt a new Harassment Prevention Policy. This will help to achieve a harassment free workplace. There is a legal and moral obligation for rural councils to adopt a policy, and we're hoping that many councils use this template because we think it's relevant and easy to understand.

Although this has always been the case, rural municipal councils need to demonstrate that they are receiving the necessary training and education to be able to meet the modern challenges of the 21st century. We need to show that we can function as professionals in a time of scrutiny as far as the public wanting to know exactly what we are doing, how we are functioning and how we are being accountable as elected officials representing the ratepayers that put us there in the first place.

I was first elected in the fall of 1985, which seems like eons ago, and I have seen many changes. As elected officials, we are driven by the need to demonstrate that we are good leaders in our communities and that we are good examples for those that will follow us.

This work will not go unnoticed and as councils, if we continue to improve as time goes on, we will leave the right kind of mark on society. A mark that shows we've left our province a better place than where we found it.

In closing, I hope that everyone has a good fall season, and I really hope that by the time this is printed, the 2019 grain harvest is complete.

All the best and hope to see you at the SARM Midterm Convention.



Increasing Participation in **MUNICIPAL POLITICS**

BY CARMEN STERLING
SARM VICE PRESIDENT

AS MANY OF YOU are aware, the SARM Board has three internal standing committees whose role is to discuss, review and recommend to the board on a wide variety of topics. The committees are Agriculture and Environment, Infrastructure and Development and Municipal Governance. On an annual basis each of these standing committees recommends to the board the priority areas of focus for the upcoming year. For the purpose of this article for our Governance issue, I am going to focus on one of the many priorities of the Municipal Governance Committee for 2019 – Increasing Participation in Municipal Politics.

As members of council we all know how important it is to have ratepayers engaged with our municipality. This becomes increasing important as municipal elections approach because these same people we hope to have engaged with our municipality may be good candidates to fill seats on council.

Given that the dynamics of our municipalities have changed over the years, these potential new candidates provide an excellent opportunity to diversify our councils so we have a better understanding of what is important for all members of our community.

Throughout our many discussions at both the committee and the board level we identified that it can be challenging for interested parties to find information on how to get involved with council. Those of us currently serving on council may find it difficult to articulate the benefits of pursuing an elected position on council without sending a mixed message that we are no longer interested. Additionally, there can be misconceptions circulating that cause potential candidates to not pursue a position on council. These misconceptions can be related to time commitment, education requirements, and experience, among others.

The goal of our committee is to continue to explore the challenges facing ratepayers who are interested in pursuing the position of elected official on a rural municipal council and to develop a strategy for approval by the Board of Directors as to how we can increase participation in municipal politics and support our membership in developing strong councils representative of our unique municipalities.

Our initial recommendations include finding ways of engaging a wide variety of ratepayers, developing a more robust understanding of the benefits of serving on council, and exploring opportunities to engage youth and other ratepayer groups. Working with other municipal associa-

tions on initiatives to increase participation, aligning ourselves with youth organizations like 4-H to increase understanding of municipal politics as well as developing resources for you, our members, to use to increase awareness and involvement in your municipality are a few of the examples being explored. As a part of engaging youth, 4-H speakers will be presenting at our upcoming Mid-term Convention. I am really looking forward to hearing their presentations.

I think there is a general misconception that acclamations in municipal politics are somehow always a negative indication of a lack of interest. I disagree and feel that often an acclamation is result of a job well done or a feeling that the right person is pursuing the position.

I also think we have an excellent opportunity with the development of this strategy to dispel some misconceptions, increase understanding of the role of municipal government and elected officials, reduce barriers for those interested in pursuing election to council and increase overall interest in council positions. All of our municipalities can benefit from candidates who are not only interested in council but who also understand the expectations and commitment necessary to fill these positions.

If you have an initiative in your area to engage ratepayers in getting involved in council, please feel free to share the details with us. We appreciate hearing from you. Having your input ensures that we are on the right track to supporting you and your municipality. I look forward to seeing you at our upcoming convention.

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CORE PRINCIPLES of Good Governance

BY HARVEY MALANOWICH SARM DIRECTOR, DIVISION 4

A rural municipality that uses **good governance** is one whose work is always in action and demonstrates: accountability, leadership, integrity, stewardship, and transparency.

I'M WRITING today on governance as it applies to rural municipalities. So what is governance? Governance is a process that deals with structures and processes by which a rural municipality is directed, controlled and held accountable. Proper governance provides the means to help an organization achieve its goals and objectives.

Good governance is underpinned by five core principles. A rural municipality that uses good governance is one whose work is always in action and demonstrates: accountability, leadership, integrity, stewardship, and transparency.

What do these core principles mean?

Accountability is the process whereby councillors and the individuals within council take responsibility for their decisions and actions.

Leadership is setting "Tone at the Top," which is absolutely critical if a council is to embrace good governance.

Integrity is acting in a way that is impartial, ethical and not misusing information and or resources, which is reflected in part through compliance with legislation, regulations and policies as well as instilling of high standards of professionalism at all levels.

Stewardship is the act of looking after resources on behalf of the ratepayers and is demonstrated by maintaining or improving capacity to serve the ratepayers' interests over time.

Transparency is achieved when decisions and actions are open, meaning ratepayers, public or employees have access to full, accurate and clear information on these matters.

Other goals we must maintain that are key to success are:

1. Leaders must have clearly defined mandates and responsibilities as well as the skills, knowledge and available resources to lead effectively. Municipal Leadership Development Program courses delivered by SARM programs can help achieve this.
2. Must have a formal code of conduct.
3. Have structures and processes in place to ensure municipal councils are free of influence by prejudicial bias or conflict of interest.
4. Be a role model with high standards and behaviour.

The principles involved in our good practice models may appear to be obvious and common sense. However, we still have to take considerable effort and commitment to embed these principles in the way we present ourselves.

In closing, the need for governance exists anytime a group of people come together to accomplish an end. I hope this sheds some light on what we all should be doing.



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RULES OF GOVERNANCE

BY JUDY HARWOOD SARM DIRECTOR, DIVISION 5

AS SARM DIRECTOR for Division 5, I have found that most of the calls I receive are in regard to governance. Most are internal issues pertaining to council's concerns over policies and procedures. One definition of Governance is as follows:

Good governance is a subjective term that describe how public institutions conduct public affairs and manage public resources in the preferred way, with the establishment of policies, and continuous monitoring of their proper implementation. Governance is the process of decision making and the process by which decisions are implemented or not implemented.

Below are some reminders for good governance taken from the Province of Saskatchewan's Council Member's Handbook:

RM COUNCILS

- must ensure it remains within its legislated authority
- has broad authority

EVERY ELECTED OFFICIAL IS TO TAKE AN OATH OF OFFICE SAYING THEY:

- shall adhere to the code of ethics, rules of conduct and legislated requirements
- promise to perform the duties of office
- are qualified to hold office

PUBLIC DISCLOSURE STATEMENTS ARE MANDATORY

- are accessible by the public
- contain an elected officials personal information
- must be submitted within 30 days of election

DUTIES OF A MEMBER OF COUNCIL

- make sure that administrative procedures and policies are in place to implement council decisions
- participate in council, committee and other meetings
- considers the well being and interests of the municipality
- represents the voters

DUTIES OF A REEVE

- is the "head" under *The Local Authority Freedom of Information and Protection of Privacy Act*
- is a member of all committees and municipal bodies
- presides at council meetings when in attendance

RESPECTING CONFIDENTIALITY – COUNCIL MEMBERS

- may be privy to third party or confidential information
- must keep matters discussed in confidence private until they are discussed in a public forum

CONFLICT OF INTEREST

- do not discuss the matter with other council members or staff

- leave council chambers
- declare you have a conflict or interest when you have one whether you are present at the meeting or not

COUNCIL MAKING DECISIONS

- affects people directly so be able to explain your decisions
- may include expert advice
- includes listening and respecting other councillors and the public
- it is a team effort

VOTING AT COUNCIL

- if you abstain from voting for any other reason, your vote is in the negative
- you cannot abstain from voting unless you have a conflict of interest
- a passed motion must have consent from a majority of council
- if a tied vote, the motion is defeated
- every member of council, including the reeve, votes on every question

MATTERS THAT MUST BE DEALT WITH BY COUNCIL

- appointing, suspending or dismissing an administrator or a full time municipal solicitor
- creating council committees and other bodies and define their function
- establishing a purchasing policy
- borrowing money
- adopting budgets

PERSONAL IMMUNITY/LIABILITY

- individual council members, including reeves, have no authority to act on their own
- council members make decisions at council meetings

ACCESS TO INFORMATION

- personal or private information must be protected
- all municipal records are accessible
- minutes, financial information, accounts paid, contracts and reports are available to the public on request
- citizens are entitled to municipal information

ACCOUNTABILITY

- all citizens have a right to take a municipality to court
- citizens may elevate their complaints to the Ombudsman
- take time to listen to citizens
- most citizen complaints can be resolved through discussion

May I wish everyone a very merry Christmas and best wishes for good health, happiness and prosperity in 2020.



GOVERNANCE - Get to know each other

BY JAY MEYER
SARM EXECUTIVE DIRECTOR

HAVE YOU ever been in a setting where you may not be on the same side or even the same page as the individual you are asked to work with? Have you ever thought, I sure hope I never have to work with that person? In politics, this is something you have little control over, especially in the elected world. If I can guarantee one thing when it comes to democracy, it is that democracies are good at putting people in these difficult situations. Municipal elections put individuals in settings they have zero control over when it comes to who you are working with around the council table. Hence, the challenges with governance.

Dealing with people is not easy, no matter who you are or the experience you may bring to the table. Whether you are volunteering for a local tourism committee, minor sports team, library board, or council the common denominator is people; some may be more difficult than others. Being placed in a position of responsibility comes with decision making and, inevitably, conflict.

We all know one thing about making decisions and that is that not everyone will be happy with the decision. When making decisions, it is important you leave the council, board or committee you are on with a united front. How you deal with the conflict around decisions will most likely determine the collateral damage that comes with such decision making.

To assist the process and to develop a team, you have to get to know one another. People are different, they come from different places where they have learned different values and

beliefs. People have different communication skills and different backgrounds. We have all had different experiences which results in different knowledge as well as baggage. If you do not get to know one another and start to understand the 'why', then working together will be an uphill battle. Once you get to know and understand each other, trust will slowly start to develop and those difficult decisions will become much easier to make.

Once the team starts to respect and trust each other, compromise will develop and not every decision will end up on a hill that everyone around the table is trying to die on.... Get to know each other, you may have more in common than you think.

All in all, when you are in a position of influence, most likely you will be part of many decisions being made on a regular basis. If you start to understand and trust the individuals you are working with, a team atmosphere will develop. Once the team starts to respect and trust each other, compromise will develop and not every decision will end up on a hill that everyone around the table is trying to die on. It may be challenging to deal with those difficult people in your world; go have lunch or coffee together, get to know each other, you may have more in common than you think.



SARM's board, management and staff wish you a

*Merry Christmas and
a Happy New Year!*

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GETTING YOUTH Involved in Governance

BY DYLAN WATT

4-H SASKATCHEWAN YOUTH AMBASSADOR

THERE ARE hundreds of communities within Saskatchewan, all with multiple generations in each. Most of these communities, especially those in rural areas, thrive off volunteers and people who are always willing to lend an extra hand. Part of ensuring the survival of our communities is by teaching the younger generations the importance of volunteering and giving of their time. One of the most important things are boards that organize and govern different groups. Some of the largest and most recognizable are municipal governments that you can find in most communities. Our youth is the next generation of leaders in our communities, and it is important to teach them the importance of governance. Teaching the youth how to provide a good governance to the community and learn how to adapt to the changes the future will bring.

Governance is seen at many levels in the community from social organizations to municipal councils. All of the groups are important, and they all rely on one another. The importance of governance groups is to try and help keep things organized and work together to better the people that its decisions affects.

Other than informal discussion with others in the community, most people do not understand what happens within those meetings. From a youth's perspective, it would be difficult to participate in those meetings and help in the future. It may be hard to understand how an organization or council works from lack of youth involvement and interest in governance. Youth do not realize the importance of governance and how the decision making happens. Helping youth understand the importance and how they can get involved is a challenge that some communities may have to face in the future.

Opportunities are a key aspect in getting younger members involved and educated on the importance of governance. Things such as student leadership teams or 4-H clubs are great ways to get kids involved in a systemic government. Within schools, you can have students working together and running meetings with supervision from the teachers. They can create fun activities and gain other skills like managing money and being able to run a meeting. Other organizations, such as 4-H, can get kids interested in individual projects while showing them the importance of having an executive. Having them work and make decisions with little adult input will help set boundaries and create an understanding. Teaching younger generations about being part of a team or a lower level of governance is a good way to get them involved. Teaching youth the responsibilities and skills they need to know is key to the success of future generations.

A big part of municipal governance is being part of the community and keeping the interest of the people in mind. Being able to provide a good system of government and dealing with different topics of issues is important. As well as providing services, facilities, and deciding on other things that are necessary or desirable for the community or municipality. It is also good for them to be able to maintain a safe and viable municipality, as well as fostering economic, social and environmental well-being. There are also other complex situations that governments must be able to adapt to and figure out issues in the best way possible.

Through multiple generations, there is sometimes a lack of communication between the older and younger generations. People who have experienced a level of governance sometimes assume that the youth already understand or



do not care about learning these skills. One of the most important skills for all generations is communication. Having a conversation with someone is a great way to teach people of all ages. Educating people is one of the best ways to get their interest and get them involved.

While working in a government organization, it is important to set a good example for the community. People often see some of these figures as leaders and tend to look up to them. This is especially true with youth as they usually follow by example and need good guidance. Being a good example within a community will even affect the members of the community. Being a positive example will often have a positive influence on the people that look up to a good government system.

The municipal government is a key aspect to most communities. While the different generations cycle through, there will always be some sort of change. The world is always changing around us, and we need to be constantly adapting. Getting the youth involved with the municipal government is a great way to ensure the community's survival. From the advancements in technology to the ever-changing climate, the youth in our communities are going to have to learn and adapt to these new situations. Change is one of the only inevitable things that everyone experiences throughout their life. They will be the leaders of the future, and it is good to encourage them to get involved now. Teaching youth the importance of governance will help get them involved and ensure the survival of our communities.

To connect with 4-H Saskatchewan, contact Shelby Corey, 4-H Saskatchewan Development Officer, at 306-933-7348 or development@4-h.sk.ca.



CONTINUING EDUCATION: Crucial for RM administrators

BY MICHELLE BUECHLER RMAA DIRECTOR DIVISION 6

AS WE move out of the summer and into the fall season it is once again the time for fall workshops. As a rural municipal administrator, the constant learning opportunities offered to us is not only a privilege but a necessity. A necessity to have the continual knowledge to the vast amount of information in the many different spheres of our profession.

A few of these areas include: municipal regulations, asset management rules, development and zoning regulations, assessment changes and human resources.

This fall I will participate in webinars courtesy of Saskatchewan Employment Standards on the overview of employment standards, overtime rules, and vacation pay.

At the fall RMAA Division 6 meeting, members heard a presentation on zoning bylaws by Crosby Hanna & Associates and the Ministry of Government Relations who covered topics such as Code of Ethics, Conflict of Interest and Tips on Managing Expectations. These topics were very well received as these issues are something we deal with on a daily basis.

Asset Management Saskatchewan (AM-SK) is hosting a three day Asset Management Course offered through NAMS Canada. NAMS is a proven training program designed specifically for municipal governments to improve their knowledge and abilities in municipal infrastructure asset management. This is a very time consuming component of our jobs that will always be a requirement.

There is a one day workshop which will cover topics from Information Services Corporation (ISC) on using the online services, including tax liens, easements and other municipal title interests and *The Local Authority of Information and Protection of Privacy Act* (LAFOIP), which will feature an in-depth review of current LAFOIP regulations as they pertain to municipal offices which is being prepared by the Office of the Information and Privacy Commissioner.

Not only are all these workshops a valuable knowledge base, it is also a requirement within the Rural Municipal Administrators' Bylaws that "All practicing members of the Association who are actively employed as an Administrator of a Rural Municipality, shall participate in a minimum of sixteen (16) credit hours of professional development each calendar year".

Credit hours vary from two credits to nine credits depending on which function/workshop is attended.

I will continue to attend any workshops that become available as I feel continued education is a valuable asset to my job.

Contrary to popular belief, rural municipal administrators do much more than just collect land taxes.



Timely delivery of maintenance has been a major priority for the Agency in 2019, and SAMA delivered maintenance on time to 88% of our client municipalities.

SAMA has also been reinspecting 20 RMs in 2019, and is conducting 20,200 industrial reinspections, which will be comprised primarily of oil and gas properties, and some railway and elevators.

SAMA launched our MySAMA portal earlier in 2019, which lets municipalities submit maintenance lists to SAMA online. SAMA is also preparing to launch an updated version of our SAMAView application to make it more user and mobile friendly. For information on MySAMA, or the updated SAMAView application, please contact your local SAMA office.

For more information visit our website at www.sama.sk.ca.

Contact SAMA by phone at: 1-800-667-7262,
or by email: info.request@sama.sk.ca.



MLDP

helping councils adapt to a changing world

BY AMY ROETTGER PROGRAM ADMINISTRATOR, MLDP

WHETHER you have been involved with municipal leadership for one year or twenty years, there is always something new to learn. The MLDP program strives to ensure that all six of its modules provide current and relevant course content to address the current needs of member groups. Chances are the challenge your council is facing is addressed in one of our modules. Take a look through the module descriptions below and see where you might benefit. Even if you have taken the module before, we welcome and encourage repeats.

The program initially launched in 2003 and is a partnership between SARM, SUMA, RMAA, UMAAS, New North and the Ministry of Government Relations. The modules and course materials have since evolved to meet the needs of our municipal leaders and staff.

MLDP is a series of six modules. For the first time this year, Module 6 will be offered in an online format which will be available to take at any time from any location. More information regarding the details of this online module will be available in October 2019. Modules 2-5 will be offered, as usual, in classroom format once in the fall and twice in the winter. Fall dates and locations will be finalized and posted in September 2019. Watch your email to catch these dates and locations.

The winter sessions are always held the day before the SUMA and SARM conventions. The 2020 winter sessions will be held February 1 at the Double Tree Inn in Regina and March 9 at Evraz Place in Regina.

The MLDP's overall goal is to strengthen municipal government through education; it addresses issues and challenges facing municipal officials at the local level through these themed modules:

Municipal Leaders' Roles and Responsibilities

Geared toward newly elected officials, this essential module provides current information to help you understand council procedures and your role in policy decision making and being a community leader. These modules are delivered separately through SARM, SUMA, and New North newly elected workshops.

Strategic and Financial Planning for Municipalities

Learn how council and staff plan for municipal success by setting strategic priorities, developing action plans, and building the financial framework to achieve their desired outcomes.

"Great presenter with a vast knowledge of the material as well as a varied background on many aspects of the profession." - participant

Municipal Economic Development Fundamentals

This module helps find answers to key questions about economic development: What is it? Who are the players? What role can the municipality play? What kind of returns can we expect?

"Very good workshop I wish that all of council would take it!" - participant

Human Resources in the Municipal Workplace

This highly interactive session gives participants an overview of the labour market, council and administration's role in human resources, and the legislative framework around it. You'll also learn how to deal with conflict, the hiring and dismissal processes, the importance of

orientation and motivation, and how to manage performance.

"All councillors should be encouraged to take this workshop. People are our most valuable resource and can also be our biggest liability" - participant

Public Relations and Communications for Municipalities

The module teaches you how to effectively communicate with your ratepayers and the media. Learn how to become proactive in your public relations activities. Get tips on public speaking and techniques used by print, radio, television, and other media.

"Best class so far!" - participant

Community and Land-Use Planning

This module covers many areas around community and land-use planning: the roles and responsibilities of council, administration and the public; the creation, adoption, and amendment process for Official Community Plans and Zoning Bylaws; the subdivision process; servicing agreements; the development and permits process; the development appeal board process; enforcing bylaws; the building permit process; and regional planning.

"Very knowledgeable presenter, great flow of presentation" - participant

Not only are these modules a great source of information and skills for you to take back to your municipality, they are a great opportunity to network with other municipal leaders to share experiences, successes and challenges. You won't regret it! We hope to see you at an MLDP module soon.

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Are your harassment policies up to snuff?

HARASSMENT PREVENTION POLICY TEMPLATE

BY JANA LINNER PARTNER - MLT AIKINS LLP

ONE of the biggest challenges facing employers is how to respond to harassment in the workplace. Workplace harassment demands strong condemnation, yet legal and ethical landmines are still present. The good news is there is help.

In conjunction with SUMA, SARM has developed a Harassment Prevention Policy Template to help its members safely navigate these murky waters. You can find the Harassment Prevention Policy Template at sarm.ca under Guides and Manuals.

The goal of any harassment policy is to help foster a workplace that is harassment free. Employers have a moral and legislative obligation to achieve this goal. It is the responsibility of each administrator, employee and council member to ensure that any work-related setting (this includes conferences, travel events and social events) is, and remains, harassment free. If any harassment does occur, this policy allows municipalities to respond appropriately and promptly.

But a policy is only as good as its implementation. A harassment policy that is read once and locked away in a drawer – never to be looked at again – serves little purpose. Instruction and training on the use and contents of the policy are just as important as the contents of the policy itself.

As a starting point, every administrator, employee and council member needs to be aware of several important aspects of the Harassment Prevention Policy Template.

Clear Examples of Harassment

One of the aims of the template is to provide employees with clear guidelines concerning what is, and is not, acceptable in the workplace. To help, we have

included easy-to-understand language and clear examples in the template. The goal is for employees and employers to be able to pick up their workplace harassment policy and immediately have a clear understanding of the implications of their conduct.

Some examples of harassment provided in the template include:

- A direct or implied threat of reprisal for refusing to comply with a sexually oriented request;
- Unwelcome remarks, jokes, innuendoes, propositions or taunting about an employee's body, attire, sex, or sexual orientation;
- Displaying pornographic or sexually explicit pictures or materials;
- Unwelcome physical contact;
- Unwelcome invitations or requests to engage in sexual behavior;
- Verbal or written abuse or threats;
- Insulting, derogatory or degrading comments, jokes or gestures;
- Personal ridicule or malicious gossip; or
- Refusing to work or cooperate with or acknowledge others.

It is important to note that harassment can exist even where the harasser had no intention to offend or upset another.

Temporary or Interim Measures

Since employers have a legislative and moral obligation to keep their employees safe, the template has been developed with the goal of providing flexible and immediate solutions to address harassment or alleged harassment. The template empowers municipalities with "the full discretion to take whatever temporary interim measures that it deems appro-

priate to ensure the workplace remains a safe and productive environment."

These measures can include any steps to facilitate an investigation into workplace harassment and may even include removing an individual from the workplace (e.g., paid administrative leave). The number one concern is workplace safety and members will have to address every scenario on a case-by-case basis. A harassment policy should put employees on notice that their employer will act to address harassment in the workplace.

Use of the word "complainant"

One of the major hurdles in the battle against workplace harassment is the potential reprisal individuals fear they will face for bringing attention to an occurrence of harassment. Often, management and other employees inappropriately perceive these individuals as trouble-makers or complainers. These labels carry a negative connotation and discourage the full disclosure of workplace harassment. To overcome this stigma, and to encourage individuals to come forward, the template does not use the words "filling a complaint" or "complainant". Instead, the template refers to "written reports" and "individual who alleges harassment."

The purpose of this change in language is to encourage a cultural shift in the workplace where reporting workplace harassment is the norm and encouraged, rather than being discouraged or seen as a process outside of an employee's normal responsibilities and expectations.

Flexible Procedure

When it comes to most workplaces, and especially municipal workplaces, there is no one size fits all approach to dealing

with harassment. Because of this, the template was designed to be flexible and allow for variation from the standard procedures. For example:

- The policy provides for a process where the employer, dependent on the nature and severity of the alleged conduct, may try to first resolve the issue informally;
- The employer has full discretion to take any interim measures it deems appropriate; and
- Even where an individual withdraws their written report, the employer has the ability to proceed with a formal investigation if deemed necessary to ensure a safe workplace.

Providing municipalities with this flexibility is to make sure each organization understands how the process should move forward without setting the procedure in stone.

Privacy Considerations

As municipalities, our organizations are subject to *The Local Authority Freedom of Information and Protection of Privacy Act* (the "Act"). As such, employees and individuals have a right of access to any record in the possession of or under the control of the municipality.

This right of access, however, is not absolute. The Act provides for a number

of exemptions to providing access to records some of which include – where the release of a record could: be harmful to a municipality in an anticipated or existing legal proceeding, interfere or disclose information with respect to a lawful investigation, disclose advice, proposals, recommendations, analyses or policy options developed by or for the municipality, or disclose personal information without the subject individual's consent.

While a full discussion of this issue is beyond the scope of this article, as a best practice approach, it would be beneficial for employers to keep all records relating to any harassment allegations or procedures separate from any other employee records. Also, employers should clearly mark records relating to a harassment investigation or incident as such.

Other Considerations

There are a few further considerations members should keep in mind. First, in a unionized workplace there are other relevant circumstances to consider. For instance, it will be important to review collective agreement provisions with respect to harassment in the workplace to ensure consistency between the application of a harassment policy and the collective agreement.

Second, the template covers more than just harassment perpetrated by employees in the workplace. It also applies to members of the public, visitors and individuals conducting business with the municipality. All are expected to refrain from any form of harassment while attending a municipality workplace.

Finally, a harassment policy must be available for workers' reference and employers should place it in a conspicuous and easily accessible location. Again, there is little point having a harassment policy that lives in a desk, or manager's office, and never sees the light of day. It is crucial that employees are aware of the procedure for reporting workplace harassment and the potential consequences for engaging in it.

As employers, municipalities have a moral and legal duty to promote a harassment free workplace. The template furthers the goal of keeping a safe and harassment free environment by providing clear procedures to address incidents of harassment while also providing the necessary flexibility for members to quickly and appropriately respond on a case-by-case basis. We encourage each municipality to adjust, revise and fine-tune the policy template to fit their specific needs and to, as necessary, consult a legal professional for specific advice.

Free 10 Minute Trainers

Module 2: Roles and Responsibilities is available now!

10 Minute Trainers are short group training sessions designed for municipal council members and facilitated by the administrator. Each 10 Minute Trainer module consists of three sections. Each section includes short videos and questions designed to engage municipalities in discussions about local issues. Each section consists of written material, a video and discussion questions designed to take approximately 10-15 minutes.

10 Minute Trainers have been developed to help councils work together more effectively using everyday examples they might face on the job. It is an excellent team-building resource that costs nothing and can be easily completed as a group before or after a council meeting.

The first 10 Minute Trainers module focused on council procedures. The second module explores the roles and responsibilities of municipal administrators and council members. The module provides an opportunity to discuss what the different roles and responsibilities look like in your municipality and what problems may arise when these roles and responsibilities are not clear.

Ten Minute Trainers can be found at: www.saskatchewan.ca/government/municipal-administration/training-workshops-and-advisory-services-for-municipalities/training-for-municipal-council

For more information, contact the Ministry of Government Relations at 306-787-4984 or Amanda.Willcox@gov.sk.ca.

Module 1: Council Procedures Bylaw

- Section 1: How to make a rush council decision
- Section 2: How to deal with unexpected agenda items
- Section 3: How to get your council back on track when things aren't working

Module 2: Roles and Responsibilities

- Section 1: The roles of an administrator
- Section 2: The roles of council members
- Section 3: The blurred lines



Making public disclosure statements and annual declarations

BY COURTNEY RIVIERE SARM STUDENT-AT-LAW

AS THE November 30 deadline approaches for council members to complete their annual declaration regarding their public disclosure statements, it is important to remind those affected of what is to be included in these statements and their purpose in identifying potential conflicts of interest. Sections 141-146 of *The Municipalities Act* outline the rules in making such statements and the procedure to follow in declaring a conflict of interest.

A council member's first public disclosure statement is to be completed and filed with the municipality's administrator within 30 days of being elected to the council. These statements help council members identify any connections or interests that could influence them as a member of council. Any material changes in circumstances that differ from the information in the statement should be disclosed as soon as reasonably possible since it could give rise to new interests. Annual declarations are also required, thus ensuring that the information will not become outdated. Where there have been no material changes since the council member's previous statement, an annual declaration must be made stating the same. This confirms that the private interests declared by council members remain current and allows the public to be aware of any potential bias.

These public disclosure statements and subsequent declarations of council are made available for the public to access, pursuant to section 117 of *The Municipalities Act*. This gives any person the ability to review these statements and, upon payment of a fee, obtain a copy for themselves if they so desire. When a request for a copy of the statements is made, the administrator is to provide said copy within a reasonable time once payment is received. The fee for copies

of documents is set by council, but the amount must reasonably reflect the costs associated with providing these copies.

When making public disclosures of any private interests, there are a few requirements that must be met. The first requirement is to provide the name of applicable corporations, organizations, associations, partnerships, etc. in which the council member or the member's family has a connection as in the situations described under clause 142(2)(a) of *The Municipalities Act*. Note that "family" in this sense does not extend to one's entire family; rather, it includes only spouses and dependent children.

The second requirement is to disclose the location of any property in the municipality owned by the council member or the member's family. This also includes property owned by a corporation for which the member of council or their family holds a controlling interest or is a director or senior officer for the corporation.

The third requirement is to disclose any contracts or agreements held by council members or their family where it appears it could influence the council members' decision-making.

It is important that members of council provide this information as these interests have the potential to give rise to conflicts of interest later. A conflict of interest can be described as a situation where a council member has a personal interest in a matter that may influence that member's decision or which conflicts or appears to conflict with his or her duty to act in the public interest. The interests of "closely connected persons" of members are also included since those have the potential to influence their decisions as well. "Closely connected persons" include: (1) someone acting

on the council member's behalf; or (2) business partners, family members, or employers of a council member.

Though council members' interests are often financial, or pecuniary as they are sometimes referred, that is not a requirement in determining whether a conflict of interest exists.

Though council members' interests are often financial, or pecuniary as they are sometimes referred, that is not a requirement in determining whether a conflict of interest exists. Non-financial interests are also capable of influencing council members' decisions in that they may cause them to act in their own interest rather than that of the public. Therefore, it is essential that council members not only be aware of any bias or associations they hold within the community but also to disclose them, even where non-pecuniary interests are concerned.

Making public disclosure statements and annual declarations that speak to the interests held by members of council should help in identifying where a conflict of interest exists. Having this guidance should also help council members in knowing when to declare these conflicts of interest, as according to *The Municipalities Act*. This is why it is better to err on the side of caution and report any and all interests that council members believe could influence or could appear to influence their decision-making down the line.



Gathering the **RIGHT INFORMATION**

BY HEATHER KINDERMANN

SARM COMMUNITY PLANNER/GIS ANALYST

Legislative Requirements for Bylaw Amendments

The *Planning and Development Act, 2007* outlines the requirements for adopting bylaw amendments to your Official Community Plan and Zoning Bylaw. Some rural municipalities (RMs) go through the amendment process every month or every few months, but many RMs may go years without ever needing to amend their bylaws. Regardless of how many bylaw amendments your RM undergoes, it is important for RMs to stay familiar with the legislative requirements. Quite often small mistakes are made throughout the process which delays development and also creates confusion amongst residents.

Adoption Process

Bylaw amendments can be made to add or update regulations and policies within a zoning bylaw or official community plan or for rezoning lands for a particular development or subdivision. Either reason, the process begins with council reviewing the bylaw amendment and motioning for first reading of the bylaw and authorizing the publication for public notice and the time and date for a public hearing.

Once first reading has occurred, council must publish its intention to consider amending a planning bylaw. Public notice is often published in the local paper, once a week for two consecutive weeks, with the first advertisement posted two clear weeks before the public hearing. These requirements can seem confusing, but they are very important and timelines must be kept. The municipality must also keep copies of the public notice in the newspaper on those two dates. This proves that the timelines for the advertisement were met. For municipalities that do not have local paper, alternative measures to advertise may be allowed with prior ministerial consent.

Public hearings are held after the first reading but before the second reading. Meeting minutes must be taken and the process for public hearings must be followed. Members of the public are welcome to submit written or verbal submissions regarding the bylaw amendment with both being kept for record. If there are major concerns or comments brought forward during the public hearing, council should review the bylaw and update it to address concerns brought forward by the public. If changes are made at this stage, the changes to the bylaw will need to be advertised and another public hearing is to be held related to the changes.

If no changes are required, council can give second and third readings to the bylaw amendment. The bylaw and accompanying documents are required to be submitted to Ministry of Government Relations for approval. Accompanying documents include two copies of the certified bylaws, a statutory declaration signed by a Commissioner of Oaths, copies of the public notice in the paper, approved meeting minutes, and any written submissions from the hearing.

Importance of Following the Adoption Process

The bylaw amendment process sometimes seems overwhelming, particularly if an RM has never done it before. While it seems daunting, the process is done so that public consultation can occur, and proper changes and consideration can be made to create the bylaw.

Following and being familiar with the proper process for adopting new bylaws and bylaw amendments will help council **efficiently pass bylaws** that are developed with public involvement and are done in a transparent matter.

Since the process does take time it is very important that municipalities make sure they are familiar with the process. If dates are not followed, the municipality may be forced to restart the entire process from the beginning. This can often cause confusion with the public who may not be familiar with the process either. Not following proper process can open the municipality up to legal appeals to their bylaws as well.

Following and being familiar with the proper process for adopting new bylaws and bylaw amendments will help council efficiently pass bylaws that are developed with public involvement and are done in a transparent matter.

More information on the bylaw amendment process can be found on the Ministry of Government Relations website: www.saskatchewan.ca/government/municipal-administration/community-planning-land-use-and-development/zoning-districts-and-bylaws

CODE OF ETHICS COMPLAINTS and the Ombudsman

SINCE GETTING jurisdiction over municipalities in November of 2015, we have received more than 600 complaints about rural municipalities (RM). While many of these were about administrative matters, about one third included code of ethics issues, such as alleged conflicts of interest.

We assess each complaint we receive to determine whether there is a role for our Office. Since we are an office of last resort, we generally do not get involved until the applicable government entity has taken all reasonable steps within its legislative duty or authority to address the subject matter of the complaint. In other words, it is not proper for us to get involved with complaints if there are steps that an RM should take to resolve them themselves. Quite often, we find that municipalities have not yet addressed the issue. It is therefore not uncommon for us to refer the person who made the complaint back to the municipality and to invite them to call us back if the matter is not resolved fairly.

We also get calls from council members and administrative staff, asking for advice about how to deal with specific code of ethics complaints made to them. In some cases, they have tried to refer their code of ethics complaints to us before taking any steps to deal with them. Two questions they have asked us are:

1. *"Why can't we just give the Ombudsman all our code of ethics complaints as soon as they are made to council?"*

Under *The Municipalities Act*, RMs are responsible for receiving and addressing code of ethics complaints. The Act requires every municipality to have a code of ethics that sets out a process for dealing with contraventions of the code of ethics. This means every RM has a statutory duty to develop and implement a process for taking complaints about alleged contraventions of their code of ethics, investigating these complaints, making decisions about whether the alleged contraventions actually occurred, and taking steps to address any contraventions that have been proven.

2. *"Why can't the Ombudsman help us with this complaint or give us advice about how to deal with it?"*

To be an effective, credible oversight body, the Ombudsman needs to be able to review complaints about an RM's decisions objectively. If we gave advice or helped an RM with a decision, and later received a complaint about the way the RM handled it, we would be in a serious

conflict of interest. *The Ombudsman Act 2012* establishes the Ombudsman as a classical parliamentary ombudsman, which means we are:

- **Independent** from the public entities and officials we can investigate
- **Impartial**, that is, not on anyone's side, so not advocating for any person or entity and not providing them advice
- **Confidential**, conducting our work in private and only publishing it if the Ombudsman believes it is in the public interest to do so.

A Question of Resources

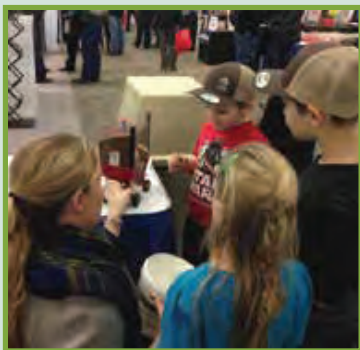
Many municipalities have told us that they do not have the resources or know-how to carry out fair and effective code of ethics complaint investigations. However, there is no question they have the legislative responsibility to establish and follow their own code of ethics system, whether using internal staff or engaging external professional resources.

We cannot carry out our legislative duty to provide credible, independent oversight to municipalities and also provide them with advice. What we can do, however, is provide education about fair complaint-handling processes. We do this in three ways:

- We publish summaries of our investigations on our website. We do this because we believe this will help other municipalities to understand their legislative responsibilities and encourage them to set up their own processes for addressing code of ethics complaints.
- We publish brochures and guidelines on our website about specific topics we think will benefit municipalities. For example, we have a guide to dealing with alleged contraventions of a code of ethics and a list of FAQs on this topic.
- We offer workshops and webinars about topics we think are of interest to municipalities. For example, check the Completed Presentations page on our website for a recording of our latest webinar on setting up a complaint-handling system for your code of ethics.

If you have questions about your role or our role when it comes to code of ethics complaints, please see the information we have posted online or contact us at 1-800-667-9787.

Agricultural Safety



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Creating more effective COUNCIL MEETINGS

BY **KEN ACTON** EXECUTIVE-IN-RESIDENCE,
JOHNSON SHOYAMA GRADUATE SCHOOL OF
PUBLIC POLICY

HOW OFTEN have you driven home from an RM council meeting wondering why the meetings need to be so difficult? Why the confusion or disagreement about who gives direction to the administrator or staff? Why is it that one of your colleagues always grumbles and complains to friends about decisions made, while seldom speaks up in the actual meeting? Does it really have to be this difficult?

One of the reasons for the difficulty may be the lack of clearly defined roles and responsibilities for the council and for management. Most high performing boards/councils have articulated their values, developed a clear terms of reference setting out the roles and responsibilities of council and management, and set out a code of conduct for councillors and employees.

These documents are developed to provide the guard rails to help keep everyone on the road and in the correct driving lane. However, if the documents are left on a shelf or in the back of a binder and never reviewed, they are of little assistance. While understanding roles and responsibilities are a necessary good first step there is another component. What about the individual and collective behaviours of those around the table; the behavior of those driving on the road with you. Do folks know the rules of the road, and are they prepared to be held accountable for their driving habits?

If people don't adhere to the rules and are busy driving in another person's lane, swerving in and out, passing carelessly and cutting people off, an accident will happen, it is just a matter of time.

While there are numerous 'driving' behaviours necessary for success in any governance team, a few are critical. Integrity is at the top of the list. Yes, we all

nod our heads in agreement; of course we think we act with integrity; the question is, does our behaviour demonstrate integrity each and every day? Are we consistently acting in a trustworthy manner, being honest, dependable, and consistent in both words and actions? Do you maintain the confidentiality of council, and are you prepared to be held accountable for council decisions? I will add that I have seen individuals use the 'honesty' label as a justification for being rude or belittling to others. If you are acting with integrity, you will be honest and candid while acknowledging and respecting the views and opinions of others. If you are unsure, ask questions of curiosity as opposed to questions of attack.

In addition to acting with integrity there are a couple other behaviours, if absent, that can undermine the effectiveness of council. First is your fiduciary duty, particularly your duty to act in the best interest of the organization. There is often confusion or conflicting ideas in this area; some would say they are there to represent their specific division, after all those are the folks who elected them. While it is true that you are at the table to bring a certain perspective, you are not there simply to lobby for one group of residents. You are there as part of a team; to participate, to be impartial, to listen to the perspectives and views of others, and to make decisions that are in the best interest of the entire organization.

This can result in councillors needing to support and defend decisions that may not appear to be consistent with the wants of their own division. In those situations, your reputation of always acting with integrity is critical; folks may not agree with you although they will respect your decisions. A tip to work through these situations is for council to

discuss how they will communicate their decision and how they will explain to those ratepayers who feel disappointed when the decision is made.

The last area that I will mention is being a team player. Just to be clear, this doesn't mean just going along with everything others around the table want to do; a good team mate will watch out for others, challenge or push them from time to time, so everyone performs at their best. The behaviours in this area are demonstrated by the ability to engage your colleagues and management in a thoughtful, respectful manner. Building trusting relationships that allow open discussion, hearing differing opinions and helping bring all viewpoints to the table so that even in difficult decisions you can reach a consensus and move forward together.

So if you find yourself driving home from a meeting frustrated about the conflict or lack of progress, give some thought to your behaviour; are you acting with integrity, are you fulfilling your fiduciary duty, and are you a good team player? Consider the steps you can take to support your colleagues and influence the behaviour at council so that everyone is making a meaningful contribution to the well-being of your community.

Ken Acton is an Executive-in-Residence at the Johnson Shoyama Graduate School of Public Policy with a focus on governance. Some of the musings in this article are inspired by the work of Professor Richard LeBlanc of York University and author of "The Handbook of Board Governance" (2016).

The School offers a three-day Public Sector Governance Program, which includes certification. Intake for the Winter 2020 offering in Saskatoon is now open: www.schoolofpublicpolicy.sk.ca

breaking **BAHD** behaviours in your workplace

BY BRAD BLAISDELL REGIONAL DIRECTOR - RESPECT IN THE WORKPLACE

WORKPLACES are complex, dynamic environments and employers today are recognizing more than ever the value of a healthy workplace, and that psychological health and safety is AS important as physical health and safety. In October 2018 the Government of Saskatchewan was the first province in Canada to launch Government – Wide Respect in the Workplace Training for Employees with Respect Group Inc. Since that time Saskatchewan has been leading the way with more than twenty-five additional organizations coming on board and we are excited to say that both SARM and SUMA are next in the queue.

How we work, who we are, our attitudes, and behaviour are diverse and unique. When everyone interacts respectfully this diversity fosters a robust workplace and an inviting operation for staff. However, without that foundation of respect, BAHD (Bullying, Abuse, Harassment & Discrimination) behaviours can creep in. According to the Canadian Center for Occupational Health and Safety these behaviours might look like:

Preventing **BAHD** Behaviours in your Workplace

- Spreading malicious rumours, gossip, or excluding or isolating someone;
- Intimidating, undermining or deliberately impeding a person;
- Physically abusing or threatening someone;
- Making verbal or emailing jokes that are 'obviously offensive';
- Yelling;
- Criticizing a person persistently; or
- Belittling a person.

If left unchecked, BAHD can turn an otherwise healthy workplace into a toxic environment, and the cost of doing nothing adds up quickly.

THE COST OF DOING NOTHING

Three in ten Canadians say their workplaces are not psychologically safe and healthy¹, and nearly half report having experienced one or more acts of workplace harassment at least once a week for the last six months.² Employees coping with these toxic work environments take twice as much sick time.³ Statistics Canada estimates the cost of employee absence due to bullying and harassment is roughly \$19 billion per year.

Toxic workplaces not only affect employee absence but also impact productivity and efficiency. 80 per cent of employees in toxic workplaces spend significant time and energy focused on the BAHD behaviour, taking time away from their work, and 48 per cent reduce their effort.⁴

Canadian businesses lose roughly
\$19 BILLION/year
from employee absences due to
bullying and harassment.

KPMG's Diversity and Inclusion Group recently hosted a panel event to discuss the issues around workplace bullying and harassment. Their panel included:

- Louise Bradley, President and CEO, Mental Health Commission of Canada
- Pamela Jeffery, President, The Pamela Jeffery Group
- Soula Courlas, Partner, KPMG, and
- Sheldon Kennedy, former NHL player, abuse survivor and co-founder of the Respect Group.

The panellists noted that ignoring the issue not only affects employee retention, but it hurts productivity and profitability.⁵ Experiencing bullying and harassment in the workplace can trigger mental health problems and illnesses, which, according to the Mental Health Commission of Canada, are the leading cause of short- and long-term disability.⁶ The economic burden in Canada has been estimated at \$51 billion per year.

¹ www.reuters.com/article/us-work-mentalhealth/three-in-10-workers-say-workplace-not-psychologically-safe-idUSBRE82D0LF20120314

² www150.statcan.gc.ca/n1/pub/75-006-x/2018001/article/54982-eng.htm

³ www.mentalhealthcommission.ca/sites/default/files/february_workplace_webinar.pdf

⁴ <https://hbr.org/2018/07/do-your-employees-feel-respected>

⁵ www.cos-mag.com: Addressing workplace bullying, harassment must be a business priority, Panel January 31, 2019

⁶ www.mentalhealthcommission.ca/sites/default/files/february_workplace_webinar.pdf

WHY SHOULD WE CARE?

Organizations across Canada are recognizing the importance of psychological health and safety, and legislation is in effect to guide organizations to manage these issues. While legislation may differ from province to province, ensuring that your organization is doing what is necessary to be in compliance has never been more important.

Toxic workplaces not only affect employee absence but also impact productivity and efficiency. 80 per cent of employees in toxic workplaces spend significant time and energy focused on the BAHD behaviour, taking time away from their work, and 48 per cent reduce their effort.

Workers Compensation Boards are also accepting claims focused on psychological injuries, including wording such as: clear and confirmed harassing behaviour at the workplace where a worker has been subjected to threats of harm, violations of personal privacy, public shaming or baseless threats to

his or her employment status. Employers large and small have the duty to ensure their workplaces are harassment free and are exposing themselves to legal and financial risk if they do not address BAHD behaviours.

HOW CAN WE BE PROACTIVE?

According to Wayne McNeil, co-founder of Respect Group, "Policies and procedures are necessary, but they typically sit on the shelf until an issue arises. You really do need to have proactive training that creates standards, empowers the bystander and refers to the policies/procedures. Ultimately, your risk mitigation strategy needs to be in sync with your desire to drive a positive culture."

Details as to how you can take advantage of the SARM Respect in the Workplace Program and Certification will be presented at the upcoming SARM Midterm Convention by Sheldon Kennedy and Brad Blaisdell from Respect Group. Hope to see you there.

Brad is the Regional Director – Respect in the Workplace for Respect Group, which focuses on the prevention of bullying, abuse, harassment and discrimination. Contact Brad at bblaisdell@respectgroupinc.com



YOU CAN HELP SOLVE THIS CASE AND EARN CASH REWARDS IF THE INFORMATION YOU PROVIDE LEADS TO THE ARREST OR CONVICTION OF THE INDIVIDUAL(S) INVOLVED.

(Calls are not traced or recorded and callers can choose to remain anonymous.)

If you have any information regarding this case or other violations:

Call the Toll-Free Turn In Poachers Line **1-800-667-7561**

Call **#5555** from a Sasktel Cellphone (no text messages)

Report online at **www.saskatchewan.ca/tipp**



Case: On August 18th, 2019, Greenwater Conservation Officers received information from a landowner regarding two bull moose that were shot on private land in standing canola, approximately 8.5 miles North of Chelan, SK on the Mistatim grid road. The two bull moose were shot between the evening of August 17th and the morning of August 18th and were located on the east side of the grid road, approx. 150 meters into the field. There was no hunting season open for moose when this occurred. Some evidence was collected at the scene. The public's help is needed to solve this case.



a look at RECONCILIATION EFFORTS across the province



ACROSS Saskatchewan people of action are coming together to build relationships, trust and understanding in an effort to make positive change and further a mandate of Truth and Reconciliation through our Treaty relationship.

Since 2014, the Office of the Treaty Commissioner (OTC) has been working to develop a common Vision for Truth and Reconciliation through Treaty Implementation. Throughout this process, we've asked thousands of Indigenous and non-Indigenous citizens from Saskatchewan about the successful Reconciliation story they'd like to tell in a generation.

"We believe that if we can come together on a common vision for success, that we can better work together, and determine how progress is being made," said Treaty Commissioner of Saskatchewan, Mary Culbertson.

Saskatchewan residents have said that Truth and Reconciliation through Treaty Implementation is about walking together on a journey to create a new, shared future for our children and grandchildren. They've said that it involves four overlapping and continuous areas of work: a shared understanding of our history; authentic relationships; vibrant cultures and worldviews; and systems that benefit us all.

The OTC is working closely with ten coalitions of First Nations, Métis and non-Indigenous community leaders. There

are relationships forming and learning happening in Reconciliation Saskatoon, Reconciliation Regina, Heart of Treaty Six (Lloydminster, Onion Lake, Frog Lake, Poundmaker), Yellow Quill/Kelvington/Porcupine Plain & Hudson Bay, Prince Albert Urban Indigenous Coalition, Prairie Rivers Reconciliation (Warman, Martensville, One Arrow, Osler), Reconciliation Nipawin, Battlefords, Yorkton, and Swift Current.

"Relationships that have been established as a result of this committee have been outstanding and have allowed us to identify reconciliation champions we can rely on," said Robin Bendig, Program Coordinator at Great Plains College and one of the Prairie Rivers Reconciliation committee chairs, in a release at their coalition launch.

"In addition to building capacity in individuals sitting on the committee, it has also helped the organizations and communities they work in."

These coalitions are allowing people to sit together and form relationships, figuring out ways for First Nations and municipalities to come together and find ways to work together. It allows for new conversations and the breaking down of biases. All are welcome to join the gatherings, which typically include individuals representing rural and urban municipalities, First Nations, local Métis communities, businesses, faith groups and community organizations.

The OTC is also working to develop tools for measuring progress on Truth and Reconciliation. "As Senator Murray Sinclair, Chief Commissioner of the Truth and Reconciliation Commission, says, 'It begins with a vision of reconciliation and measuring all that we do against that vision.' That is the goal of our work," said Rhett Sangster, OTC's Director Reconciliation, Community Partnerships."

In a recent survey commissioned by the OTC we heard the attitudes and thoughts related to Truth and Reconciliation from over 3,000 Saskatchewan residents. The results were mixed, with an acknowledgement that problems exist in our province, together with a sense of hope that things can and are improving.

The OTC saw that 90 per cent of respondents recognized the existence of racism in their perceptions of Saskatchewan's citizens. Only four per cent believed that the average Saskatchewan resident was not at all racist. Fifty-eight percent of respondents believe the political, economic and social systems in Saskatchewan do not benefit all citizens equally and 46 per cent see the relationship between Indigenous and non-Indigenous people as negative.

"Perceptions of racism and inequalities in our systems are not a surprise to Indigenous people who live with racism every day. It's important we acknowledge the problem. If we don't, it's hard to make progress," said Culbertson.

The OTC sees good news as well, with 91 percent of respondents agreeing that Reconciliation is important and 87 percent believing it is possible in Saskatchewan. 64 per cent believe the relationship between Indigenous and non-Indigenous people is improving.

During a gathering of leaders from the Reconciliation coalitions in September, participants discussed how far they have come.

Culbertson shared the story of the first meeting of the group forming in Yorkton. As the planning began, people were crossing their fingers that anyone would come. When it came time to begin, more than 80 people packed the room.

"And the movement just continues to grow. It's brought out strength and resilience. People want better futures for their children and grandchildren; the same reasons why our ancestors entered into Treaty. We aren't just in it for us, we have to think about seven generations

ahead of us. It's always a bigger picture," Culbertson said.

With the 10 Reconciliation coalitions thriving and growing, the OTC is looking to the future. They want to expand to create more coalitions across the province, working with communities in the short term, while building local capacity so the people and the communities can lead the process in the medium and long term.

"All of this will contribute to action, coordination and innovation in communities across the territory," said Sangster. "We want to connect with the local leaders in rural Saskatchewan who are interested in building better relationships with their neighbours."

Interested in learning more? The OTC continues to use its website, online newsletter, and social media platforms to promote dialogue, educate, tell stories of success and inspire action. Please join the conversation online: Office of the Treaty Commissioner on Facebook and @TreatyOfficeSK on Twitter. At otc.ca you can sign up for biweekly informational emails, share your story, and find upcoming events in your community. Get involved. Reconciliation is important because we are all Treaty people.

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Drafting an **INVESTMENT POLICY STATEMENT**

BY KEVIN T. PUNSHON BRANCH MANAGER, INVESTMENT ADVISOR,
FIRST VICE-PRESIDENT, CIBC WOOD GUNDY, PUNSHON FINANCIAL GROUP

THE WORLD OF INVESTING can be a complex place. With so many options available, investors are left wondering the direction they should take. Whether you deal with a professional investment advisor or not, each investor has their own set of objectives that defines the type of portfolio they should have. Therefore, it is important to understand your investment philosophy to provide a disciplined approach to managing money. An Investment Policy Statement (IPS) is a written document that articulates the parameters by which a portfolio is invested, as well as the responsibilities of all parties involved. The IPS provides a roadmap for the investor to achieve their financial objectives.

As a full service investment advisor, it is paramount that we understand our client's financial objectives now and in the future. First, to build an IPS, a detailed client profile is completed to meet the regulatory "Know Your Client" requirements. Other categories to add to the framework of an IPS are:

- **Investment Committee/Governance** – Definition of who is on the Investment Committee and the process used to authorize a buy/sell of an investment. The responsibilities of the Investment Committee include: investment selection, adherence to the IPS, performance monitoring, policy changes, recommendations, administrative costs and more. Conflicts of interest for members on the Investment Committee also require definition and disclosure.
- **Investment Policy Considerations** – Define the primary objective of the overall portfolio. Disclose any segments of the portfolio that have a unique purpose, as well as the liquidity parameters for those funds and the entire portfolio.
- **Investment Management Services** – Document the maximum number of outside investment managers to be used, the minimum qualifications required to be selected and ongoing annual due diligence of the stated requirements. Clarify and document what portfolio reports are required in terms of detail, performance, tax reporting and timeliness.
- **Investment Objectives/Permitted Investments** – Determine if the investment returns are to be a combination of interest, dividends, capital gains, other income, or

a sole source. Define the level of risk (low, medium, high) for the client and their overall portfolio and any segment of the portfolio with unique objectives. Document the permitted types of investments to be held in the portfolio.

- **Asset Allocation/Restrictions** – Develop guidelines in regards to the range of assets (cash, fixed income, equities, and alternatives) to be held in the portfolio (i.e. the portfolio is permitted to hold 0%-40% in equities at any one time.) Provide further clarification of certain investments within these categories. Restrictions should be noted on the type of investments that cannot be used in the portfolio. For example, no equities with a market cap of less than 1 billion dollars being eligible. Leverage (or borrowing to invest) is generally restricted in many IPS's, unless there is a very short term requirement to meet the settlement date of a transaction. Rules concerning leverages should be noted.
- **Meetings/Reviews** – Finally, definition of the regularity of meetings, portfolio reviews, and other desired financial services can be included and documented in an IPS.

An IPS can be as detailed as the investor desires, with the ultimate goal of providing a roadmap to achieve long-term financial goals. The IPS document should ultimately ensure prudent management of the portfolio to mutually agreed upon limitations yet allowing sufficient flexibility to react to changing economic, business, or market conditions, as well as personal circumstances.

If you have questions or would like to discuss drafting an Investment Policy Statement in more detail, our team can help to develop an IPS for a rural municipality, business, foundation or individual by using a consultative approach. Although the process may seem daunting at first, it is the guideline that ensures your financial objectives and goals are being followed. www.kevinpunshon.com | 1-800-667-3661 | punshonfinancialgroup@cibc.ca

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On average, the Red Cross responds to a **disaster every three hours**, assisting **158 Canadians** a day. This is possible due to its **12,000+ volunteers**; over 500 of which are right here in Saskatchewan.

Helping your community be **READY FOR DISASTERS**

EVERY YEAR, Saskatchewan residents experience a wide range of disasters. Emergencies range from the small and personal like house fires and flooded basements, to larger-scale disasters like the grassfires in Biggar and the plough wind near Meadow Lake that took down an entire campground.

The Canadian Red Cross has a long history of responding to disasters and works alongside all levels of government to help those affected. The Red Cross augments the capacity of local authorities to ensure impacted communities receive the help they need as effectively and efficiently as possible.

This support can include:

- help with community preparedness
- 72 hours of assistance to your citizens when affected by disasters like house fires
- cots, emergency food and/or shelter when needed during a larger disaster
- clean-up kits, psychosocial support and connection with resources following a disaster

Sandra MacArthur, a retired town administrator for Osler and current emergency management operations (EMO) co-ordinator, notes the benefits of serving a community in dual roles as both an administrator and Red Cross volunteer.

“Being an EMO coordinator I know how important it is to have people present immediately (who can help),” said MacArthur. “Part of our plan in our community is to contact the Red Cross in the first stages of any disaster.”

MacArthur explained that working as a volunteer allowed her to better understand the types of assistance municipalities can access from the Red Cross, which in turn helped her to better craft the preparedness plan for Osler. “Knowing that I don’t have to come up with 200 cots when we have to all go stay at the community hall because I can call the Red Cross and speak to them is a comfort for sure,” MacArthur said.

She also spoke to the support she received from her council which allowed MacArthur the flexibility to serve both her town and the Red Cross. “I told them (council) that I was a Red Cross volunteer and that I would like to have the



ability to take time, when it was needed, to go out on Red Cross volunteer initiatives. My council, being really wonderful people, said 'you know what, we care about everyone, not only our community, and we would be more than happy to accommodate that whenever possible.' So that was really helpful."

On average, the Red Cross responds to a disaster every three hours, assisting 158 Canadians daily. This is possible because of its 12,000 plus volunteers. Over 500 volunteers are located right here in Saskatchewan.

Red Cross volunteers give their time to ensure that no family must face disaster alone. They answer calls in the middle of the night helping families dealing with house fires. They work in mass shelters assisting people forced from their home because of wildfires. They register families affected by overland flooding, help reunite those separated by disaster and connect those affected with resources to help them recover.

"I found it really beneficial both for my community and the Red Cross that I have this background. When I'm facilitating a course for the Red Cross, I know what local governments do so I can help them prepare. When I'm talking to my community about what is needed to prepare for an emergency, I know what the Red Cross can offer. I would recommend anyone who is involved with a community or municipality to have at least someone on their staff be Red Cross trained. I think it's a great idea," said MacArthur.

If you are interested in learning more about how the Red Cross can assist your community in preparing for, responding to, and recovering from disasters, please call 306-721-1600.

Anyone interested in becoming a Red Cross volunteer can find out more at redcross.ca/volunteer.



Photo far left: Red Cross delivers clean up kits after a summer rainstorm in Kindersley. Photos above (clockwise): Lucien Stubing, from the Town of Burstall, with Red Cross clean up kits following a wildfire; Sandra MacArthur at the Henk Ruys Centre in Saskatoon helping evacuees affected by wildfires; and the Plaunt-Balicki family from Prince Albert who received Red Cross assistance after a Boxing Day house fire.

Weed Inspectors and Pest Control Officers: **WHY THEY ARE IMPORTANT AND HOW TO FIND ONE**



BY JOANNE KWASNICKI SARM DIVISION 2 PLANT HEALTH OFFICER

WHILE the growing season is ending and harvest is winding down in many parts of the province, it is already time for rural municipalities to start planning their pest and weed control programs for 2020. One of the key components to a successful pest and weed control program is having appointed officials, such as a pest control officer (PCO) and a weed inspector (WI), in place. PCOs are appointed under *The Pest Control Act* (1978), which addresses agricultural pests in Saskatchewan, while WIs are appointed under *The Weed Control Act*, which covers prohibited, noxious and nuisance weeds in Saskatchewan. These are provincial legislation that enable RMs to appoint PCOs and WIs to enforce *The Pest Control Act* and *The Weed Control Act*, respectively.

The primary role of the RM administration is to appoint and provide adequate remuneration to RM PCOs/WIs to meet the requirements set out in the legislation. The appointment of WIs and PCOs will be acknowledged by the Saskatchewan Ministry of Agriculture. Because of the powers of these positions to enter private land and the legal implications of those powers, a letter signed by the RM administrator by hand, notifying the province of these appointments, must be sent to the Director of Crops and Irrigation Branch. Appointments expire every year on December 31, so new appointment notices must be sent each year. It is recommended that RMs appoint their PCO and WI at their January council meeting, after consulting with and getting agreement from the prospective appointee.

Why is Having an Appointed PCO and WI Important?

If an RM does not appoint a PCO or WI, then the RM cannot enforce *The Pest Control Act* or *The Weed Control Act*, which means that there is nobody to hold landowners responsible for controlling pest and weed infestations on their land.

Having appointed enforcement officials qualifies RMs for program funding available through SARM. A requirement of the Invasive Plant Control Program (CAP-IPCP) is to have a WI appointed in the RM for that program year. Through the CAP-IPCP RMs, First Nations Bands, and other stakeholders can receive rebates of up to 50 per cent for costs to control all prohibited weeds and a specific list of noxious weeds.

The Rat Control Program (CAP-RCP) also provides rebates to RMs for up to 50 per cent for approved expenses relating to rat control efforts and requires that a PCO is appointed for the program year.

Appointed WIs and PCOs in the RM contribute to the Early Detection and Rapid Response (EDRR) system for crop pests. With WIs and PCOs actively investigating and monitoring for invasive plants and agricultural pests, newly emerging pests can be identified and managed before they become established and spread.

Many industries and government agencies will want to see evidence that an RM is taking initiative to control weeds on RM and ratepayers land before they invest in the control of weed infestations on their own projects and properties. Being able to demonstrate that the RM has an appointed WI, a current weed management plan, and regularly logs weed infestations on the iMapsInvasives database will demonstrate that the RM is monitoring and controlling weeds.

Often budgets are set for right of way weed control over the winter months, so providing evidence of invasive weed infestations to companies or government agencies in the fall will give them time to work any weed control efforts into their budget for the coming year.

How to Find a PCO or WI?

A common problem that many RMs run into is simply finding an individual qualified and willing to be an appointed official. A few strategies to try are reaching out to local agrologists and retired farmers in the area to see if a casual position would interest them. Consider pooling resources with neighbouring RMs by drafting a formal Cooperative Weed Management Area agreement, as a way to offer a full-time position to make the job more appealing. Check the Map of Appointed Weed Inspectors on saskatchewan.ca (search for weed inspectors) to see if nearby RMs have an appointed WI, and contact the RM administrator for more details. You can contact your SARM Division Plant Health Officer for assistance in finding and training a WI and PCO. SARM Rat Control Technical Advisors are also available to help RMs find a PCO.

For more information about WIs, PCOs, and SARM's rebate programs, please contact your local Division Plant Health Officer.

rural councillor **MEMBER NEWS**



JIMMY WILK
RM OF MOOSE JAW NO. 161
IN MEMORIAM

Jimmy (James Adam) Wilk, aged 64 from Moose Jaw, SK, passed away June 1, 2019. He was born in Moose Jaw on August 24, 1954 to parents, Michael and Pauline. He was predeceased by his parents, brothers, Robert and Arnold, niece Emma, and nephews, Kevin and Norman.

He will be deeply missed and mourned by all his friends and family members: long-time partner Brenda McKenzie (Derek and Chadd); children: David (Katherine), Justin (Alyssa), and Ashley (Morgan); granddaughters, Alexandra and Jessa; brothers: Raymond, Gerald (Kathy), Wayne (Debbie), Ernie (Rose), and Terry; sister: Dianne (Mike); sister-in-law: Joanne Wilk; many aunts, uncles, nieces and nephews; Brenda's family; as well as staff at J. Wilk Landscaping and members of the Moose Jaw Shrine Club.

No task or adventure was too big for him to take on. If you phoned him, he would always be there for you, and he would give you the shirt off his back if you needed it. Jimmy made each person feel special. Those who knew him would

agree that he always had a genuine and transparent approach to what he did, he never left anyone guessing.

His first job was with the Canadian Pacific Railway when he was 16 years old. In classic Jimmy fashion, that wasn't enough for him, so he began working on the side doing yard work and landscaping. Jimmy's hard work led to the prestigious and successful business, J. Wilk Landscaping, which began 45 years ago. Other than work, Jimmy's passion in life were his family, friends and the Moose Jaw Shrine Club. He loved to fly his plane and tinker with all the machinery he had around. Jimmy was always busy with something, and most recently he became a councillor for Division 3 with the RM of Moose Jaw No. 161.

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RICHARD W. MOLDE
RM OF EYEBROW NO. 193
IN MEMORIAM

It is with sadness and love that the family of Richard William Molde announce his passing on August 25, 2019 at Providence Place in Moose Jaw, SK.

Richard was born on June 6, 1942 in Central Butte, SK the fourth child to parents, Bill and Melba Molde. Richard was raised on the farm with his other siblings attending the one room school, Bird's Eye View, just south of the family farm. In October 1962, Richard married Beverly Jackson of Brownlee, SK. Richard and Bev remained on the farm raising their two children, Clinton and Kerri, until their retirement to Mortlach, SK and eventually Moose Jaw.

William Molde (Richard's father) served as a councillor for the RM of Eyebrow No. 193 for 25 years (1957-82).

Once William retired, Richard stepped up, and in his father's place, served our municipality as a councillor for Division 3 for 24 years (1983-2006). That's a total of 49 years of service between Richard and his father. Council members remember how Richard often spoke thoughtfully at meetings, he was very dedicated to the municipality and his ratepayers. The RM of Eyebrow would like to thank them for their years of service.

Although farming was Richard's heart and soul, he enjoyed playing sports, particularly curling, and later on, he was an avid fan for all. He spent many hours fishing and boating with his family and friends.

Richard will be missed by his wife of 57 years, Beverly; son Clinton and wife, Eva Coles, grandchildren, Morgan, Taylor and Rylee; daughter Kerri (Keenleyside) and husband David, grandchildren, Jena, Ryan and Richelle; siblings Marlene Gurney (Chuck), Lil Howard (Warren), Faye Wallace (Doug), Marg Rowe (Garry), Barb Moerkerk (Garry), Diane Luch (Joe); sister-in-law Helen Molde (David), Darrel Molde (Candis); and numerous nephews and nieces.



ROBERT TROPEAU
RM OF GRANT NO. 372
RETIREMENT

Robert Tropeau, foreman for the RM of Grant No. 372, retired August 30, 2019.

Robert served as councillor for Division 4 from 1994-96, at which time he assumed and held the foreman position for the next 22.5 years. Robert was presented with retirement gifts from council and fellow employees during a farewell party on August 18, 2019. In appreciation of his many years of hard work, Robert was not only an outstanding dedicated foreman/employee, but he was also a dedicated friend to us all; he will be extremely missed. The RM of Grant council and employees would like to thank Robert for his many years of service and friendship, and we wish him all the best in his retirement!



**Wishing you a warm &
happy holiday season**

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SARM

Q&A

GETTING TO KNOW SARM's board and staff



DARWIN WHITEFIELD



ANNETTE ELLERT

DARWIN

Q What is your role at SARM?

- I'm the Director of Division 6. In my role I'm always willing to listen to the municipalities concerns and help try to take their questions to the next level or find the support they need. I currently sit on the Infrastructure and Development Committee, Municipal Governance Committee and multiple external committees, including the MREP Committee.

Q How long have you been a municipal elected official?

- I was elected in 1995 to sit on council for Division 1 in the RM of Oakdale No. 320. I was elected Reeve in 2008, totaling 24 years. Throughout those 24 years, I have chaired and worked on numerous regional projects.

Q Where did you grow up?

- I grew up on the family farm east of Coleville and still live there today on the century farm with my wife, Michele.

Q *What keeps you busy outside of your Reeve and SARM Director duties?*

- Family has always been important to us. We do our best to follow our four grandchildren around to their activities, and I still enjoy officiating a few hockey games throughout the winter.*

Q What is your favourite thing about being on the SARM Board?

- Being new to the board, it has been enjoyable getting to know the rest of the board members, learning the ins and outs of the organization and getting to know the great staff at SARM. I like the interaction of meeting people and trying to remember all the names.

Q What farming innovation would you say has impacted you the most in the last 20 years?

- I would say seeing the change in equipment in regard to the technology it has today.

ANNETTE

Q What is your role at SARM?

- As the Programs Manager, I administer the Pest Biosecurity Program funded by the provincial and federal governments through the Canadian Agricultural Partnership initiative.

Q *What keeps you busy when you're not at the office?*

- I am always working on my armchair coaching, especially when it comes to the Riders! I am part of a large family and, being close, I enjoy spending time with them whether it's football or hockey games, concerts, travel and shopping or just a weekend wiener roast.*

Q How long have you been with SARM?

- I've been with SARM for 11 years now. I began working in reception and moved to manage the Trading Department once Janie and Stan Metcalfe retired. In 2013, I had the opportunity to move into my current role managing the agriculture programs.

Q What is your favourite part about working for SARM?

- Besides being part of a great team working at SARM, I enjoy the variety my position offers and interacting with administrators, elected municipal officials and Ministry of Agriculture officials. There are four programs in my portfolio, which gives me the opportunity to work with all the RMs throughout the province.

Q Where did you grow up?

- I grew up in Assiniboia, SK.

Q If you weren't a Programs Manager at SARM, what other profession interests you and why?

- Growing up in a large family in a small community, my mother often "voluntold" my siblings and I for community events. Through that I always loved interacting with seniors in our community and thought I would have enjoyed working with them in some capacity even finding creative ways to share and archive their life stories.



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