

MUNICIPAL LEADER

The Magazine of the
ASSOCIATION
OF MANITOBA
MUNICIPALITIES

SPRING 2009

2009 M.O.S and MTCML Trade Show

April 15-16, 2009 | Brandon Keystone Centre

MANITOBA'S
AGE-FRIENDLY INITIATIVE

MEMORY MATTERS
– WHAT'S IN YOUR BACKYARD?

PART I OF A 2 PART SERIES

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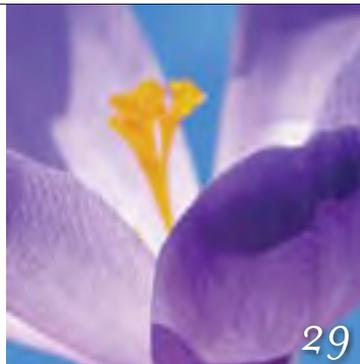
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To date, 29 communities have joined the Age-Friendly Manitoba Initiative, which was launched in the fall of 2008.

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Send change of address to:
Association of Manitoba Municipalities
1910 Saskatchewan Avenue W.
Portage la Prairie, MB R1N 0P1
Ph: (204) 856-2366 Fax: (204) 856-2370
e-mail: amm@amm.mb.ca
www.amm.mb.ca

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Winnipeg, MB R3J 0K4
Ph: (204) 985-9780 Fax: (204) 985-9795
e-mail: terry@kelman.ca
www.kelman.ca

Managing Editor: Terry Ross
Art Design/Production: Jackie Vitug
Advertising Manager: Dave Gill
Advertising Coordinator: Lauren Campbell

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The Association of Manitoba Municipalities identifies and addresses the needs and concerns of its members in order to achieve strong and effective municipal government.



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Municipalities share costs – WHY NOT DECISIONS?

In an ideal world, I would begin this issue's message with the words "We finally have some good news regarding the Building Canada Fund (BCF)." Unfortunately, although I have spent the better part of my first few months as AMM President meeting with various officials about this very issue, it is clearly not an ideal world as I have no more information now than when I began.

The issue really came to the forefront back on January 13 when the Province of Manitoba and the Government of Canada announced the Communities Component of the Building Canada infrastructure plan was now "open for business" in Manitoba. The announcement invited communities with a population of less than 100,000 to apply for funding for their important public infrastructure projects, getting work underway as soon as this year's construction season begins.

This announcement was certainly a long time coming and one the AMM had waited patiently for since the BCF program was announced back in 2007. However, the extremely tight deadline of February 23 left AMM members little time to prepare and submit their applications. While it is true that many projects are left over from the last intake of the Municipal Rural Infrastructure Fund (MRIF), not all projects fall into this category. The deadline virtually excluded a number of communities that have a new project or whose project has changed significantly.

Even more distressing is the lack of a municipal voice in the selection process. In meetings with various officials both provincially and federally, including Minister of Manitoba Infrastructure & Transportation **Ron Lemieux**, Portage-Lisgar MP **Candice Hoepfner**, and Federal Regional Minister for Manitoba **Vic Toews**, we were told very clearly that the AMM would not be included in the selection process this round due to the need to get projects allocated quickly. While Minister Toews noted our involvement in future rounds will be reviewed, it is

of grave concern that municipalities – who are one-third funding partners – are currently shut out of this entire process.

Having recently returned from the Federation of Canadian Municipalities (FCM) board meeting in Victoria, BC, I can tell you that, in speaking to my colleagues from across Canada, there are still many details missing from the Communities Component of the Building Canada Fund. The FCM and AMM will continue to push for predictability, flexibility, and efficiency within Building Canada – the same criteria essential to all successful municipal infrastructure funding programs.

While the rollout of the BCF is one of the larger issues we are currently facing, it is certainly not the only issue. Most recently, we heard a presentation from Manitoba Conservation around proposed amendments to the *Onsite Wastewater Management Systems (OWMS) Regulation under the Environment Act*. The AMM is very concerned with the impact the proposed amendments will have on municipal infrastructure and has urged Minister of Conservation **Stan Struthers** to consult further with municipalities on this issue. We have also arranged to have Manitoba Conservation present this information at a plenary session at MOS in April, and be available afterward to answer your questions. Please attend this important session, and make your views known.

Our year is well under way and our work certainly appears to be cut out for us! I am thankful for the many opportunities I have already had to meet with our members, including our recent round of Mayors, Reeves and CAOs meetings. These meetings continue to be an excellent way for the AMM to feel the pulse of our membership and hear the issues facing our community leaders. I found them really beneficial and look forward to our next meeting – MOS in Brandon. See you there! 

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Getting the year OFF TO A GREAT START



Joe Masi, Executive Director

By the time you read this we will have wrapped up our annual series of Mayors, Reeves and CAOs meetings which ran from March 16-24, 2009. I tend to think of these meetings as the unofficial start to the AMM events year. While not the *first* event (that would be the excellent AMM Education session of February 27 – see pages 10-11 for a complete recap), Mayors, Reeves and CAOs meetings are certainly the first opportunity for the AMM Executive and your District Directors to address our members.

They give us a chance to provide an update on AMM activities like our events, education sessions, trading company, communications, and special events like the Municipal Excellence Award. They also allow us to explain where we are on cutting-edge issues facing municipalities, issues like creating fiscal balance and the infrastructure deficit, infrastructure funding programs, education tax, disaster financial assistance, green issues, water issues, policing, housing, health care, and more. With almost as many active resolutions on our books as there are AMM members (193 to be exact) there is no shortage of material to present to you. But that is not the most important part of these meetings.

To me, the most important part of Mayors, Reeves and CAOs meetings is giving YOU – the community leaders of Manitoba – an opportunity to ask questions and have open discussion on the things that matter to your communities. Some of these issues are directly tied to current resolutions, some are just emerging, some may affect a broad range of municipalities, and some may affect only your area. Regardless of the issue, you have the opportunity to network with your peers and find areas of common ground. Mayors, Reeves and CAOs meetings are not simply an enjoyable and informative event, but a vital communication tool that promotes idea sharing and support during these difficult times for municipalities.

On a positive note, we were pleased to share details of our favourable insurance renewal with those attending the meetings. After the very challenging year we experienced last year, it is gratifying to have some good news to share in an area so essential to our members. This also emphasizes the fact that our insurance program is indeed one of the best in Canada thanks to the expertise and commitment of HED Insurance.

Thank you to everyone who attended this year's Mayors, Reeves and CAOs meetings, and thank you to this year's hosts – the RM of Mountain (Parkland), RM of Shellmouth-Boulton and RM of Silver Creek (Midwestern), RM of Cameron and Town of Hartney (Western), RM of Ritchot (Eastern), RM of Rosser (Interlake), Town of Lynn Lake (Northern), and RM of Headingley (Central). Your hospitality was outstanding.

We now turn our attention to our next big event, the Municipal Officials Seminar and MTCML Trade Show at the Keystone Centre in Brandon on April 15 and 16. As always, we expect approximately 800 municipal elected officials and staff to attend and take advantage of our wide selection of policy and professional development workshops and plenary sessions. The MTCML Trade Show is THE largest municipal trade show event in Manitoba, and with well over 100 displays this one-day event is not to be missed. From 4:00 to 7:00 pm, come and have some fun at the annual Wine and Cheese reception that caps off the Trade Show. It is always a great time and there are lots of prizes to be won.

We've included a sneak preview of the entire event beginning on page 29. See you there! 

Contact the AMM STAFF

Joe Masi
Executive Director
856-2360
jmasi@amm.mb.ca

Linda Hargest
Director of Administration & Marketing
856-2361
lhargest@amm.mb.ca

Tyler MacAfee
Director of Policy & Communications
856-2362
tmacafee@amm.mb.ca

Julia Green
Administrative Assistant -
Board & Administration
856-2365
jgreen@amm.mb.ca

Lynne Bereza
Communications Coordinator
856-2366
lbereza@amm.mb.ca

Patti De Baets
Finance Coordinator
856-2367
pdebaets@amm.mb.ca

Erika Rempel
Administrative Assistant -
Policy & Communications
856-2369
erempel@amm.mb.ca

Rachel Philippe
Senior Policy Analyst
856-2371
rphilippe@amm.mb.ca

Donna Belbin
Events Coordinator
856-2374
dbelbin@amm.mb.ca

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INCREASE TO EDUCATION FUNDING

The Province announced its commitment to double education funding in public schools by 5.25%. The tax incentive grant will be continued. Support for qualifying small schools will guarantee a minimum of \$125,000 for instructional support. Grade 11 and 12 physical education funding will be increased by \$1.6 million from last year's \$2.1 million. This funding will support the new physical and health education requirements that will be implemented.

\$26 MILLION FOR MINERAL EXPLORATION

Through the Mineral Exploration Assistance Program (MEAP) the Province will provide \$14 million to support any new mineral exploration projects. These projects should generate additional expenditures of \$26 million.

In April of 2008 the MEAP was renewed for three more years with \$2.5 million to be allocated each year. Assistance of up to 25% of approved eligible expenses to a maximum of \$300,000 will be provided. Mining communities like Snow Lake,

Lynn Lake and Leaf Rapids are eligible for assistance up to 35% to a maximum of \$400,000 for the exploration in under-explored frontier regions.

MEAP project locations can be seen at www.gov.mb.ca/stem/mrd/busdev/incentives/index.html.

NORTHERN COMMUNITIES RECEIVE TRAINING INITIATIVES

Workers in northern communities are eligible under the new Forestry and Mining Training and Workforce Retention Initiative to receive training in order to get through these tough economic times. The Province has committed \$1 million in funding for this training program.

Around the world, the mining and forestry industry are experiencing severe market pressures due to the global economic recession, record low commodity prices and the US housing market collapse. Reduced production and layoffs have been the cause of serious stress to workers and their families. Local communities are also feeling the economic crunch.

This initiative will work with forestry and mining companies and their employees to implement customized training and workforce retention initiatives to help bridge periods of downtime. The existing workforce will receive up-skilling or re-skilling opportunities that match the current and future job demands. Apprentices will be able to complete their apprenticeship programs.

The Federal Government has provided funding for the new Forestry and Mining Training and Workforce Retention Initiative through the Community Development Trust Fund.

VETERINARY SERVICES REPORT COMPLETED

The veterinary services task force submitted its report to the Province of Manitoba for review in January 2007. The task force evaluated veterinary services throughout the province and determined what early warning and surveillance systems are currently in place to combat local and foreign animal diseases.

In order to meet the current and future demands on the veterinary medical services the task force included 33 recommendations for all livestock and animal owners.

The Province, along with the Veterinary Services Commission, Manitoba Veterinary Medical Association and commodity groups will continue to work together to advance these recommendations.

CULTURAL PLANNING FOR CREATIVE COMMUNITIES

Canadian municipalities can find plans and ideas to adapt the emerging "fourth pillar of sustainability" into planning, budgeting, decision making and community leadership from the new book *Cultural Planning for Creative Communities* by **Gord Hume**.

This book provides an insider's look at forming local roundtables and community action groups for cultural planning. Local governments are given the process necessary in implementing municipal cultural planning. Cultural mapping is also detailed.

Cultural Planning for Creative Communities is published in Canada by Municipal World, Inc. The cost of the book is \$36.95 plus shipping, handling and GST. Call the toll-free order hotline at 1-888-368-6125 for more information. **L**



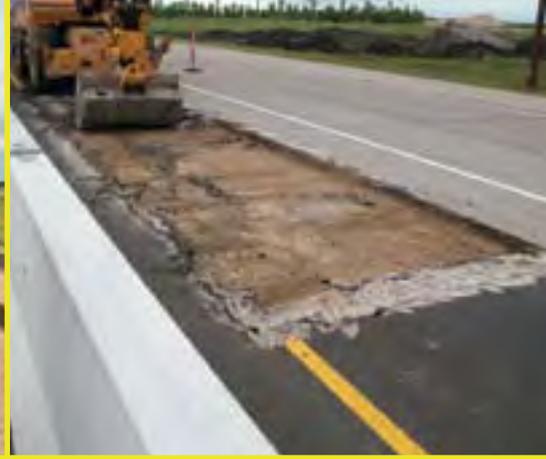


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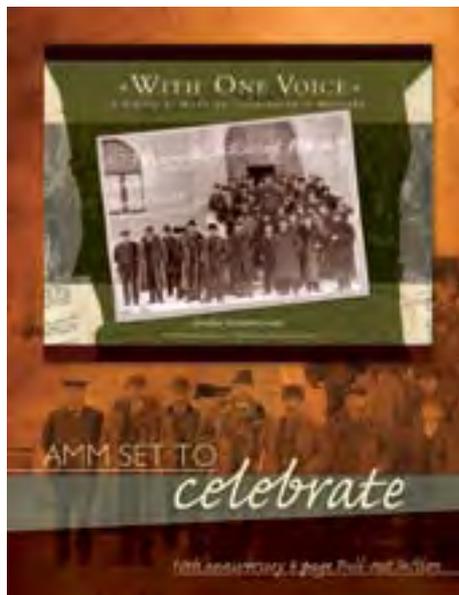
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CELEBRATING 50 YEARS

SETTING the record straight



Both Ken Carels and Larry Walker are pictured in this 1995 UMM Board of Directors photo. Walker is in the back row, far left. Carels is seated in front, second from the left.

*“When you publish a book,
it’s the world’s book.
The world edits it.”*

– Philip Roth

*“He who does not expect
a million readers should
not write a line.”*

– Johann Wolfgang Von Goethe

*“I have always thought of
writing a book as an
opportunity to make a million
mistakes in public.”*

– Dr. Francis Carroll

Have you guessed what the topic of this issue’s “And Furthermore” is yet? If you guessed it is the AMM’s history book, *With One Voice*, you guessed correctly. You may be wondering what more we could possibly tell you about *With One Voice*, since we began promoting the book over a year before publishing it last November. The author, **Gordon Goldsborough**, has continued to tirelessly promote the book across Manitoba so that the story can be shared with as many people as possible.

However, as the quotes at left suggest, publishing a book is only the beginning. From the moment the first person turns a page, it is open to scrutiny (as it should be). Books are written for readers and readers are the ones who will let you know if and when errors occur. While we are extremely proud of the accuracy within the wealth of information presented in our book,

a few errors have been identified. We would like to correct them here.

On Page 135, there is a list of Honourary Life Members from all three associations – the Union of Manitoba Municipalities (UMM), the Manitoba Association of Urban Municipalities (MAUM), and of course the AMM. The 12th name on the list is well-known to many – the late Ken Carels. The list incorrectly identifies Ken’s municipality as Neepawa. Ken was from the Town of Melita and served that town as councillor from 1971-1980 and as mayor from 1980-2002. He also served on both UMM and MAUM boards, and was very active in numerous other government boards and committees.

Ken was awarded an AMM Honourary Life Membership in 2004, and sadly, passed away on January 26, 2005. We sincerely apologize to Ken’s family for this error.



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A second mistake occurs on Page 136, also within the Honourary Life Members list. The 9th person from the bottom, Larry Walker, is incorrectly identified as being from Rosser. Larry is in fact from the RM of Miniota, where he began his municipal career in 1980 when he was elected as a councillor. He was then elected reeve in 1989, a position he held until his retirement from local government in 2002. Larry was elected to the Union of Manitoba Municipalities (UMM) board of directors in 1989 and became Vice-President in 1993, serving three terms.

Larry was awarded an AMM Honourary Life Membership in 2003, and he was an active participant in the AMM's 10th anniversary celebrations over the course of the past year. We sincerely apologize to Larry and his family for this error.

A third error occurs on Page 140, under the list of Manitoba municipalities. The 7th and 8th municipalities on the list – the City of Portage la Prairie and the RM of Portage la Prairie – have their population numbers switched. The correct information is:

Portage la Prairie, City: Pop. (2006) - 12,728
Portage la Prairie, RM: Pop. (2006) - 6,793

We sincerely regret this error.

The purpose of including these lists in the book's appendices was to ensure that those individuals and communities instrumental to leading the AMM to where it is today were recognized. We also wanted to honour the work of our former presidents and honorary life members, along with the executive directors and of course, present members – the municipalities who are our lifeblood. The lists did pose a risk as they open the book up to further scrutiny; however, we felt it was a risk worth taking to ensure recognition is given where it is deserved. 



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ESSENTIAL SKILLS Managers Need for a Positive Work Environment



Donna Belbin, AMM Events Coordinator

FOCUSING ON RELEVANT EXPERIENCES

The 2009 AMM Education Program began on February 27 with a seminar focusing on how leaders and managers can build productive and positive work environments.

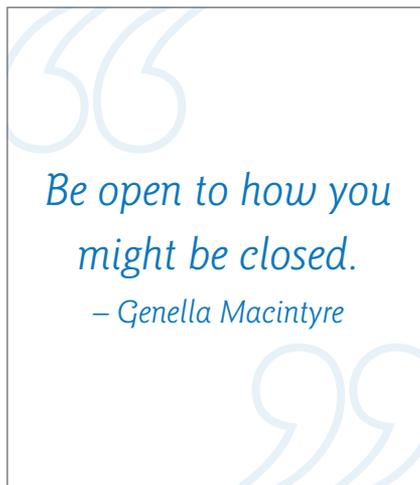
Seminar leader **Genella Macintyre** offered her coaching and mediation skills and personal leadership experience to the group of 70+ municipal officials. As the principal of Partners in Discovery, Genella's background includes experience in human resource management, executive leadership, personal and executive coaching. Her passion lies in providing practical solutions for personal and professional challenges.

So, how can leaders and managers create the "ideal" work environment? It begins by building positive and trusting relationships with employees. Genella created a relaxed learning environment and there's no doubt that the lessons learned would be easily implemented back at the workplace using four main guidelines – giving feedback, coaching for performance, documenting discipline and dealing with conflict.

FEEDBACK

Participants were encouraged to provide effective feedback by focusing on the person's behavior, not the individual. For example:

- Whether the feedback is positive or critical, be sure to focus on specific behaviours.



- When giving positive feedback, be sure to let the person know about the positive impact their behavior has had.
- With critical feedback, sometimes called constructive criticism or negative feedback, again, define the behavior specifically. You must be able to see or hear the behavior you want to address.
- And always give the person the opportunity to respond or to ask for further clarification.

COACHING

Coaching is not just about what you do, it is about how you view your role as a leader in your organization. If you view yourself as the leader who

works with employees to assist their learning and development as it relates to their performance success, you are acting as a coach. Coaching also allows employees to gain the skills, abilities and knowledge they need to develop themselves professionally and become more effective in their jobs. Coaching is an effective and useful strategy because it places emphasis on motivating employees and developing their skills versus managing their performance.

DISCIPLINE

Documenting discipline is a necessary tool as a coach/leader and beneficial to the employee; be sure to keep a clear record on file. The acronym FOSA is used as follows:

F – FACTS – Note what happened, when it happened, where it happened and who was involved.

O – OBJECTIVES – What are the performance expectations and when were they communicated to the employee?

S – SOLUTIONS – What forms of assistance or coaching were offered to the employee to help them solve the performance problem?

A – ACTIONS – What are the consequences for the employee if they do not improve their performance?

Be sure to take advantage of the next AMM Education Seminar:

The 'Ethical' Moment & Effective Self Management

Friday, April 17, 2009 Keystone Centre in Brandon.

Visit the AMM website for session details and to register.

www.amm.mb.ca

CONFLICT

Conflict is not always about confrontation, arguments or even a heated debate. Conflict is a situation where one person's concerns are different from another person's. There are many causes of conflict, and Genella advised that a conflict resolution strategy should incorporate the following:

- Both perspectives – yours and the other person's;
- Solving the problem versus winning or losing;
- Suspending judgment by being open to all explanations for the other person's behaviour;
- Listening well;
- Understanding that emotion is part of conflict and helping to defuse the other person by allowing them to vent their feelings; and
- Watching for defensive behavior and validating while gently and firmly redirecting.

Genella noted that leaders are the "most contagious" in an organization. A leader who demonstrates and values good communication, trust, participation, respect, accountability and professionalism will garner motivated employees who feel valued and perform at their highest level. An employee who is unaware of their performance and their leader's expectations, is not included in decision making and not looked on as an individual becomes de-motivated, causes conflict and ultimately adds to employee turn-over. Most employees leave a manager, not a job. 



Workshop Leader Genella Macintyre with (L-R) Alice Bourgouin, AMM Interlake District Director - Rural, Councillor Gord Grenkow, RM of Rosser, and Councillor Herb Dick, City of Winkler.



Over 70 participants attended the first AMM Education Seminar of 2009.



TRANSPORTATION MATTERS

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Ernie Epp, President, MMAA

More than a job – IT'S A LIFESTYLE

It's Saturday morning and I'm out picking up some groceries. I turn down the next aisle and before I know it, I'm being asked why the Town doesn't clear the windrow from the end of driveways. It's a common occurrence (although the topics change) and not just for the CAO. Town office staff members end up dealing with Town issues at their kids' hockey games. Arena attendants are asked if ice is available while they're dropping their car off for servicing.

One of the places I worked was in Leaf Rapids. The Town office was in the middle of the Town Centre, a mall type building that had retail, office, school, hotel, hospital, and recreation facilities all under one roof. Some days it would take me 30 minutes to walk those 200 feet from the building entrance to the Town office. I'd be stopped every 10 steps by someone wanting to know something about Town operations. It got to be that I would avoid the place on Saturdays if possible just so I'd have some "down time."

I would rather be known as a person who lives in Town but happens to hold a position in local government, than the person who holds a position in local government but happens to live in Town.

I know elected officials get this all the time as well – and maybe more so. For that reason, I'm sure you can appreciate it when employees think to themselves, if not out loud, "Can't I just go out and be me, rather than being seen as a Town employee?"

When one is a municipal employee or an elected official, it's going to happen. We even refer to this in the Town of Morden's new employee orientation. Here are some ideas for dealing with these circumstances. Always remember, as an employee it's OK to ask the person to call the Town office the next day because you're there to watch your child play hockey. Be polite but you don't have to be apologetic. If that doesn't seem to work, there may be other options. One is to present specific questions to the other person about their work if you know what they do. For example, "Mary how is it that the produce at the grocery store where you work as a clerk always cost less than at the other store?" It's a nicer way of letting them know the Town job isn't your life, it's what you do to make a living as well as contribute to society.

Employees need down time, to be themselves when not at work. I am very fortunate because my family understands that I'm not available to chat when I'm at work. I am also very fortunate because we can expect the same type of consideration when I'm home. Unless it is an emergency situation, of course, I'm not getting calls in off-hours from Council members about work.

Municipal employees and elected officials are people dedicated to their community. We are also dedicated to our families. Is it a lifestyle? Yes, I think it is. My lifestyle is more about the enjoyment that I get living in Town, with my family, friends and neighbours. I would rather be known as a person who lives in Town but happens to hold a position in local government, than the person who holds a position in local government but happens to live in Town. 

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The Lobbying Process

The what, when, where and how of the AMM's lobbying activities – month by month

For most people, January 1 marks the official start of the New Year. But where the AMM's lobbying activities are concerned, the real start of the year is December 1. This is when our annual lobbying really begins – immediately following Convention, armed with a list of newly-carried resolutions.

DECEMBER

- One of the first things we do is send a letter to each applicable provincial department outlining these resolutions. Once we receive a response we can begin to form the direction our lobbying will take for the year. December is also when we send in requests for our annual meetings with Provincial Cabinet Ministers. We aspire to meet with each and every Minister at least once per year.

JANUARY

- Early January is traditionally strategic planning time, and the AMM Board meets over two days to discuss the issues and plan for the year ahead.

FEBRUARY

- February marks the beginning of the actual Minister meetings. These can make for some busy days. The AMM met with a total of seven ministers in February, which may not sound like many –

but those meetings took place over three days. In fact, four meetings were held on one day! To prepare for each meeting AMM staff prepares a position paper that is presented to the Minister following the meeting. This position paper covers the top departmental issues discussed in greater detail, along with any general issues that we raise with every Minister, regardless of department. This year the general issue is, not surprisingly, the need for alternate revenue.

- We also begin our many other meetings in February, with groups and organizations such as the RCMP, Keystone Agricultural Producers (KAP), Manitoba Association of School Trustees (MAST), and many others.

MARCH

- March boasts the first official “event” in the AMM year – Mayors, Reeves and CAOs meetings. These take place in each region, during which the AMM updates the membership on current issues and hears back on issues that are affecting municipalities.
- Provincial Budget Day also takes place in March. The AMM builds a media strategy leading up to budget day and participates in the budget lock-up allowing for a complete review of the budget prior to its release. Budget Day is the AMM's single biggest media day.

APRIL

- April is now one of AMM's busier months. While the two-day Municipal Officials Seminar is not a lobbying activity, Lobby Days – typically taking place the following week – definitely is. During Lobby Days, the AMM board meets with NDP MLAs (usually as a group), and PC and Liberal MLAs (usually individually). The intent of Lobby Days, now in its 5th year, is to make sure ALL MLAs, not just those in Provincial Cabinet, are aware of municipal issues.

MAY

- In May, the AMM participates in an annual dinner meeting with senior staff from Manitoba Conservation and Water Stewardship. The intent of this meeting is to ensure senior bureaucrats are aware of municipal issues.

JUNE

- June, of course, brings June District Meetings. These are an opportunity to update the membership on issues and hear first-hand the issues affecting our members. Presentations on key policy issues are another important part of June District Meetings.

JULY/AUGUST/SEPTEMBER

- The summer months (July, August and September) allow an opportunity to

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finish up meetings with Ministers and other organizations before the busy autumn season descends.

OCTOBER

- In October, another dinner meeting takes place, this time with senior staff from Manitoba Intergovernmental Affairs. The department may be different, but the intent is the same – to enhance awareness of municipal issues with senior bureaucrats. October also brings our annual meeting with the Minister of Finance where the AMM presents its municipal budget priorities.

NOVEMBER

- November is extremely busy for the AMM as it culminates late in the month

with the Annual Convention. This is a key lobbying tool for the AMM, as several dynamic resolutions sessions ensure major issues are front and centre with the government and the media.

- Coinciding with Convention is the AMM annual meeting with the Premier and Provincial Cabinet. This typically takes place immediately prior to the annual Ministerial Forum.

And that's not all! Throughout the year, the AMM also:

- ✓ Works through the Federation of Canadian Municipalities (FCM) and their Lobby Days with the Federal Government;
- ✓ Holds regular meetings with key civil servants on a multitude of issues; and

- ✓ Holds frequent meetings with the Minister of Intergovernmental Affairs.

So there you have it – the AMM's lobbying process in a nutshell. Our system works very well and allows for many valuable opportunities to push municipal issues to the forefront. While some issues move ahead quickly and others see slower progress, all current issues – as dictated by our membership – are given due process at various points throughout the year.

If you have questions about the AMM's lobbying activities, please contact **Tyler MacAfee**, Director of Policy & Communications, at 204-856-2362 or tmacafee@amm.mb.ca. 



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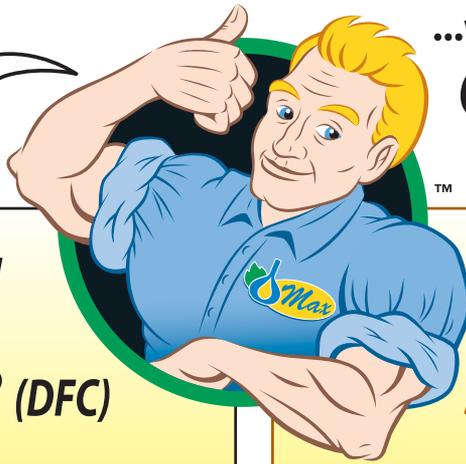
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MANITOBA'S *Age-Friendly* INITIATIVE

– *Manitoba Seniors & Health Aging Secretariat*

A significant proportion (23.6 %) of all Manitobans 65 and over live in rural Manitoba. In fact, over the next 15 years, it is expected that Manitoba's rural communities will see a population increase! Why, you might ask? Well, research shows that rural seniors tend to stay in their communities as they age. Furthermore, these sources are suggesting some people will retire from urban to rural areas. As well, farmers and others from outlying areas will move into town, and other older adults will return to the towns where they grew up. This is important information for municipal planners, businesses and service providers.

In fall 2008, the Manitoba Government, led by the Seniors and Healthy Aging Secretariat, responded to the reality of an aging population with the launch of the Age-Friendly Manitoba Initiative (AFMI). To date, 29 communities from across Manitoba are actively implementing the AFMI. With the active participation of these communities, Manitoba is positioned as a leader in the quest to become the most age-friendly province in Canada.

In February 2008, the first Age-Friendly Summit was held in the City of Portage la Prairie, where communities from across Manitoba were brought together to begin the age-friendly discussions. National and international experts in the field of aging

were also there to share information about projects that are happening throughout the world. Cities such as London, United Kingdom; New Delhi, India; Moscow, Russia; New York, United States; Tokyo, Japan, and Canadian cities such as Saanich, BC; Halifax, NS; and Sherbrooke, QC also share this vision.

Age-friendly work is continuing through out our fine province. For example, one community hosted a successful Age-Friendly Awareness Day where local organizations and businesses came together to learn more about becoming age-friendly. Another community has enhanced their walking path, another has put in park benches, and one community hosted an intergenerational activity to help with some of the isolation concerns expressed at a local meeting. This is just a few examples of what communities have begun in their pursuit to become more age-friendly – Bravo!

On March 6, 2009, the Seniors Secretariat and its partner, the Centre on Aging, University of Manitoba, hosted a one day workshop, Communities Connecting: Leading the Way. The workshop provided an opportunity for representatives from the 29 communities to come together to share their best practices, challenges and to brainstorm about the next steps in this exciting process.

Why is age-friendly such a good thing? The answer is because an age-friendly community improves the quality of life for people of all ages, not just seniors. For example, design features such as outdoor seating, stable walkways, green space and barrier-free access to buildings benefit people of all ages and abilities. Services and supports that address the needs of seniors allow them to remain in their homes and their communities and reduce the worry and stress on all family members. The entire community benefits from the participation of older persons in volunteer, paid work and civic activities. Finally, local businesses benefit from the patronage of older adult consumers.

The AFMI, led by the Manitoba Seniors and Healthy Aging Secretariat and its partner, the University of Manitoba Centre on Aging, relies on other strong organizations to ensure its success. To date, age-friendly activities are being carried on by business community, and others such as the Association of Manitoba Municipalities, Manitoba Chambers of Commerce, the Active Living Coalition of Older Adults (ALCOA-MB), Creative Retirement Manitoba, Age and Opportunity, Manitoba Association of Multi Purpose Senior Centres, and Manitoba Society of Seniors.

Manitoba is pleased to have the 29 communities join the AFMI. These com-

munities are showing tremendous leadership and vision in their efforts to become more age-friendly. So if you live in one of these communities, find out what is going on with age-friendly and find out how you can be involved. Here's the list.

- RM of Roblin
- Village Cartwright
- Town of Morris
- RM of Macdonald
- Town of Gladstone
- Town of Arborg
- Town of Gilbert Plains
- Town of The Pas
- Village of Elkhorn
- Gimli
- Portage la Prairie
- Pinawa
- City Dauphin
- City of Brandon
- RM of Armstrong
- RM of Dufferin
- RM of Franklin
- RM of Ritchot
- RM of Springfield
- Shoal Lake
- Town of Carman
- Town of Gillam
- Town of Gretna
- Town of Morden
- Town of Rosburn
- Town of Ste. Rose du Lac
- Town of Stonewall
- Town of Virden
- Village of Crystal City

Congratulations to all for your amazing efforts!

Manitoba would like to encourage all local communities to join the AFMI and become part of a provincial, national and international effort to support active aging through developing age-friendly communities. 

For more information about the AFMI, or to register your community, contact:

Seniors & Healthy Aging Secretariat

822-155 Carlton Street
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Phone: 204-945-6565

Toll-Free: 1-800-665-6565

Email: seniors@gov.mb.ca

Website: <http://www.gov.mb.ca/shas/>



Top: The Gilbert Plains post office, with its shoveled ramp and wide door, is very age-friendly.

Inset: The availability of benches, like this Gimli storefront, is an age-friendly initiative.

Bottom: Snow-filled streets and sidewalks are either risky or impossible for seniors to navigate.

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Manitoba Good Roads Association

Last summer, MGRA judging teams traversed the province judging roads and home grounds for the 2008 annual competition. Awards will be presented at the Awards Banquet on April 14 at the Royal Oak Inn in Brandon. Please make every effort to submit an entry in each category of this year's beautification competition.

The AGM will also take place April 14 at the Royal Oak Inn at 3:00 p.m. Attend the meeting and enter a draw for a free year membership to the MGRA!

The two-day seminars on Gravel Road Maintenance and Design continue to be a success. This course was recently offered in Brandon and the RM of Hanover.

MGRA is working with Manitoba Infrastructure and Transportation to offer a Geotextiles seminar to be held in conjunction with the AMM's M.O.S. on April 15 in Brandon. A course on asphalt patching and crack sealing is being planned for September.

Please stop by the MGRA booth at the AMM Trade Show and view pictures of the winning home grounds as well as learn more about the MGRA.

Membership is growing each year and our goal is to acquire ALL municipalities as members. A main advantage of membership remains that members receive a substantial cost benefit when registering for courses as well as automatically being entered into the Annual Beautification Competition.

MGRA is also welcoming any companies as supporting members which, in turn, opens up the opportunity to sponsor an award at the Annual Awards Banquet.

If you have any questions please contact Terra.

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Sts. Cyril and Methodius Church outside of Gimli is another item on their heritage inventory. It was built in 1921 after two previous churches on the site burned down.

Memory matters

what's in your backyard?

“A community that has no memory is a lost community,” says **Wally Johannson**, chair of the Gimli Heritage Advisory Committee (GHAC). “Awareness of your heritage adds to the richness and vibrancy of a place.”

But how can communities hold onto these memories as people move or pass on? One way is through heritage sites, which can be repositories for collective memory. A number of Manitoba communities have created heritage inventories of their communities as an important step in helping them identify, protect and celebrate these places of memory.

Two years ago, the GHAC began a detailed inventory of all the heritage sites in Gimli Townsite, Loni Beach and South Beach. The first year they researched 55 sites, adding 45 the second year. Sites significant to the historical and economic

development of the area, such as Hangar #1 at Gimli Airport, the Arnes Harbour Fish Plant, the Unitarian Church, the distinctive log buildings at Berlo and Camp Morton Park are included in the inventory. Also included are 35 cottages from the early part of the 20th century, with the largest concentration around Loni Beach, that had never been studied before.

One benefit of the inventory, says Johannson, is that, if people are aware of a building's history and its relevance to the community, there is a better chance of saving it from demolition.

Andy Blicq, a Winnipeg TV producer and director and member of the GHAC, bought a 1918 cottage in Gimli and spent over 10 years researching and restoring it.

“When you save historic buildings, you save their memories as well,” says Blicq. “It's sometimes hard to put money and resources into heritage when there are so many other pressing demands. However, its history and culture is the soul of a community. What we preserve today grows in value in obvious ways, from tourism to

pride in the community to having plain old good fun. A great example is Gimli Public School.” Closed in 1974 and slated for demolition after nearly two decades as a storage facility, the school was saved by a group of dedicated local people and is now a vibrant centre of community life, home to a variety of political and cultural institutions.

Although it was a daunting task, the GHAC was not without assistance in creating their 100-site inventory. Gimli has an extremely heritage friendly mayor and council who understand the value of heritage on all levels and provided moral and financial encouragement to the project.

Another source of funding and historical support came from two Heritage Matters grants of \$5,000 each. These grants, provided by the provincial government's Historic Resources Branch (through the federal Historic Places Initiative), matched donations made by the community. A benchmark worksheet, included with Heritage Matters, helps heritage advisory

committees determine their strengths and develop their heritage resources.

“We found the benchmark worksheet helped us establish our priorities,” says Johansson. “It’s a very useful way to measure how well we are doing; we’ve had great support from the province.”

To celebrate its heritage, the municipality has used the results of its inventory in creative ways. With direction from the GHAC, local filmmaker **Matthew Wright** created *If These Walls Could Talk*, a 12-minute video featuring pictures and stories about the best sites. A PowerPoint presentation, featuring the first 55 sites, has also been created. Both will be presented in various venues including schools, conferences and libraries, increasing public awareness of Gimli’s heritage.

An exhibition of the illustrated inventory, including 14 pictorial panels with short histories of the sites, was presented on Manitoba Day at the New Iceland Heritage Museum. The municipality will also produce a history of the unique cottage types found in the area, which will provide fascinating reading for new and long-time cottage owners and visitors.

“Heritage tourism is booming and we want to get our share,” says Johansson. “The inventory will help us develop a walking tour of Gimli and a driving tour of the municipality which also will be promoted on the town website.”

St. Clements Municipality is taking a different route to attract tourists and educate interested locals. A combination of computers, global positioning systems (GPS) and heritage sites results in the modern day treasure hunt called geocaching. Geocachers find specific site co-ordinates online and use GPS to track down the actual physical cache. Once they find the site, geocachers add to or take from the cache; record their visit in the cache logbook; and report it online. It’s challenging and educational and, depending on the design of the hunt, can introduce geocachers to local heritage.

Fraser Stewart, longstanding member of the St. Clements Heritage Advisory Committee (SCHAC), says heritage geocaching is “having fun with history. It’s an exciting way to learn about local history and it gets young people involved.”

Three years ago, SCHAC became interested in geocaching as a way to promote the rich heritage of the municipality. With the help of a heritage inventory done several years ago, they chose 25 sites in the municipality and created a postcard-sized



A birdhouse is one of the many guises caches take at St. Clements geocache sites. This one is at St. Peter Dynevor Church, built in 1853 and a provincial heritage site.

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information card with pictures on one side and historic details on the reverse for each site. Geocachers can take a card from the caches, which are made from cedar boxes in various guises.

Jared Laberge, an enthusiastic 21-year-old member of SCHAC, researched, photographed, designed and wrote the 25 cards that geocachers will find. Laberge enjoyed the challenge, finding great satisfaction working with the committee and being able to affect his community positively.

As for the benefits of the geocaching project, Laberge says, "Families can experience the location and the historical information at the same time. It's an active way of learning rather than a passive one. You can get out and find the places where history actually happened."

Stewart says they have broad support from the rural municipality from the top

down. SCHAC received a Heritage Matters grant of \$2,500.

With the support of the Historic Places Initiative, Manitoba's Historic Resources Branch has "been very positive about our project. They gave us direction on specific historical points, helped with grant applications and gave us excellent support," says Stewart. "Although we had developed our own process, the benchmarks worksheet helped us identify our objectives. The two fell right into place together."

All the St. Clements cache sites will be physically in place and their co-ordinates posted on www.geocache.com in the spring of 2009. The cache co-ordinates will also be listed on the St. Clements website.

These two Manitoba communities researched and developed their heritage resources, boosted community pride, increased tourism potential and advanced

educational opportunities. Both projects started by taking a good, hard look at what's in their own backyard. What's in your backyard?

In Part 2 of this series, we will cover more heritage initiatives in Manitoba and recap the latest government resources available for heritage projects. 

For information on heritage services offered by the Manitoba government, contact: **Historic Resources Branch** at 204-945-2981 or 1-800-282-8069 ext. 2981, or visit www.manitoba.ca/heritage.

The next deadline for Heritage Matters grants applications is June 1, 2009, for projects to be completed by March 2010. For information on applying, contact **Nicola Spasoff** at the Historic Resources Branch: Nicola.Spasoff@gov.mb.ca.

"Families can experience the location and the historical information at the same time. It's an active way of learning rather than a passive one. You can get out and find the places where history actually happened."

One geocache site is the home of Thomas Bunn (St. Clements pioneer, Metis farmer, and a member of Louis Riel's council). This stone house is a designated provincial heritage site. It was built about 1863 and still stands today.



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Municipal Officials Seminar & MTCML Trade Show

Preliminary Agenda Wednesday, April 15, 2009

REGISTRATION 8:00 AM TO 3:00 PM - UPPER LEVEL CONCOURSE

- 9:00 am** Opening Remarks
- 9:15 am** Ministerial Address
- 9:45 am** Casey Vander Ploeg, Canada West Foundation
- 10:45 am** Refreshment Break
- 11:00 am** Onsite Wastewater Management Systems Regulation
- 11:00 am** MTCML Trade Show opens
Canada Room, Manitoba Room & UCT Pavilion
- 12:00 pm** Delegate Luncheon in Convention Hall
- 1:15 pm** Policy Breakout Sessions
- 2:00 pm** Refreshment Break
- 2:15 pm** Policy Breakout Sessions
- 3:10 pm** Policy Plenary TBA
- 4:10 pm** Adjournment
- 4:00 pm** MTCML Wine & Cheese Reception
Canada Room, Manitoba Room & UCT Pavilion
- 7:00 pm** MTCML Trade Show & Reception ends



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Municipal Officials Seminar & MTCML Trade Show

Preliminary Agenda Thursday, April 16, 2009

REGISTRATION 9:00 AM TO 11:00 AM - UPPER LEVEL CONCOURSE

- 9:00 am** Excellence in Governance:
Why it Really Does Matter After All
Beth Johnson of Johnson & Elligott
- 10:00 am** 5th Annual Municipal Excellence Award
Presented by Councillor Doug Dobrowolski,
President of the AMM
- 10:15 am** Door Prize Draw followed by Refreshment Break
- 10:30 am** Professional Development Breakout Sessions
- 11:30 am** Delegate Luncheon in Convention Hall
- 12:45 pm** Professional Development Breakout Sessions
- 1:45 pm** Refreshment Break followed by Door Prize Draw
- 2:00 pm** Excellence in Governance:
When Bad Things Happen to Good Councils
Beth Johnson of Johnson & Elligott
- 3:00 pm** Closing Remarks & Adjournment



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Exhibitor Listing

Alphabetical by Company Name (SEE MAP ON PAGE 41-42 FOR BOOTH LOCATION)

UCT Pavilion & Manitoba Room

ABC Fire & Safety	20 & 21
Acklands Grainger	78 & 79
AECOM	75
Airmaster Sales	28 & 37
All-Net Meeting	63
AMM	14
Armtec	23
Assiniboine Injections Ltd.	26
Canada Culvert	16
Canada-Manitoba Infrastructure Secretariat	67
Cansel	11
Capital I	1-6
Crozier Agencies	17
Cummins Western Canada	39
Cypher Environmental Ltd.	71
Data Link Mapping	80
Department of Intergovernmental Affairs	65
Dust Free Road Maintenance	68
EMCO/SANDALE	34
FAME Asset Management Solutions	64
Firetak Manufacturing	42
Fort Distributors Ltd.	48 & 57
Fort Garry Fire Trucks	10
Fountain Tire	13
GENIVAR	27
Guardian Traffic Services	73 & 74
HED Insurance & Risk Services	47
Hotsy Central	70
Hugh Munro Construction Ltd.	53
Ideal Pipe	7
Innovative Laser Works	33

International Pipe	66
J.R. Cousin Consultants Ltd	15
Keller Equipment Supply Ltd.	24
Koenders Windmills Inc.	76
Lewis Instruments	12
Mainstream Water Solutions inc.	51
Manitoba Conservation	67
Manitoba Good Roads Association	54
Manitoba Hydro	38
Manitoba Water & Wastewater Association Inc.	77
Materials Distribution Agency - MDA	69
Michener Allen Auctioneering Ltd.	52
Munisoft	36
Nelson Environmental	43
Northwest Digital	82
Office of the Fire Commissioner	40
Operating Engineers Training Institute of Manitoba	9
Osorno	61
P.A.T. Inc	31
Palmlite Systems	29
Playworks	30
Prairie Fuel Advisors	32
Prairie Liquid Feeds	46
Public Sector Digest	55
Radisson Hecla Resort/ Clarion Hotel	18
Railway Association of Canada	60
Repromap Ltd.	41
ResQ Track & Trace Technologies inc.	72
Scatlift & Miller & Murray Inc.	35

Southwest Regional Development Corporation	56
Taxervice	49
Traffic Safety Education & Consulting of Manitoba	62
TRAK Ventures Fire & Safety	22
Transport Canada	59
Triple "S" Industries	19
Unity Telecom	45
Wearing Williams Ltd	58
West End Tire	50
Western Road Management	81
Wolseley Engineered Pipe Group	8

Manitoba Room - Equipment Area

Avonlea Farm Sales	A1, A2
Brandt Tractor	D1-6
Cubex	A3, A4
Custom Truck Sales Inc. (Kenworth)	D7, D8
DionCo Sales	A5-8
Highline	B2
Mazergroup Construction Equipment	C1-8
Schulte Industries	B1
Westcon Equipment	B3-8

Canada Room - Equipment Area

Battlefield Equipment Rentals	E3 & E5
Bobcat of Central MB Ltd/ Viking Cives	H1-2
Carriere Fire & Safety	F2 & F4

Exhibitor Listing

Deer Country Equipment
Deer Country Equipment
Enns Brothers Limited
Hitrac (1974)
Toromont Cat
Vermeer Canada Inc.

F7
F8
F1
E4 & E6
E1 & E2
F3 & F5

Canada Room

A. Clark Roofing
Con-Restor Technologies
Free Form Plastics - Fenderco
Grunthal Emergency Vehicles
Grunthal Emergency Vehicles
Grunthal Emergency Vehicles

G11
G12
G5
G1
G2
G3

Grunthal Emergency Vehicles
InterUtility Public Awareness
LMS Land Measurement Systems Inc
Manitoba Health West Nile Virus Program
Milligan Bio-Tech Inc.
Minty's Moving Ltd

G4
G6
G8
G10
G7
G9



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45	Gear/Hydrostatic	540	16.8GPM	2493lb/1131KG	ROPS/CAB
55	Gear	540/1000	14.2GPM	2866lb/1300kg	ROPS/CAB
75	Gear	540/1000	22.1GPM	5290lb/2400kg	CAB
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Exhibitor Listing

By booth number

Uct Pavilion & Manitoba Room

- 1 Capital I
- 2 Capital I
- 3 Capital I
- 4 Capital I
- 5 Capital I
- 6 Capital I
- 7 Ideal Pipe
- 8 Wolseley Engineered Pipe Group
- 9 Operating Engineers Training Institute of Manitoba
- 10 Fort Garry Fire Trucks
- 11 Cansel
- 12 Lewis Instruments
- 13 Fountain Tire
- 14 AMM
- 15 J.R. Cousin Consultants Ltd
- 16 Canada Culvert
- 17 Crozier Agencies
- 18 Radisson Hecla Resort/Clarion Hotel
- 19 Triple "S" Industries
- 20 ABC Fire & Safety
- 21 ABC Fire & Safety
- 22 TRAK Ventures Fire & Safety
- 23 Armtec
- 24 Keller Equipment Supply Ltd.
- 25
- 26 Assiniboine Injections Ltd.
- 27 GENIVAR
- 28 Airmaster Sales
- 29 Palmlite Systems
- 30 Playworks
- 31 P.A.T. Inc
- 32 Prairie Fuel Advisors
- 33 Innovative Laser Works
- 34 EMCO/SANDALE
- 35 Scatliff&Miller&Murray Inc.
- 36 Munisoft
- 37 Airmaster Sales
- 38 Manitoba Hydro
- 39 Cummins Western Canada
- 40 Office of the Fire Commissioner

- 41 Repromap Ltd.
- 42 Firetak Manufacturing
- 43 Nelson Environmental
- 44
- 45 Unity Telecom
- 46 Prairie Liquid Feeds
- 47 HED Insurance & Risk Services
- 48 Fort Distributors Ltd.
- 49 Taxervice
- 50 West End Tire
- 51 Mainstream Water Solutions inc.
- 52 Michener Allen Auctioneering Ltd.
- 53 Hugh Munro Construction Ltd.
- 54 Manitoba Good Roads Association
- 55 Public Sector Digest
- 56 Southwest Regional Development Corporation
- 57 Fort Distributors Ltd.
- 58 Wearing Williams Ltd
- 59 Transport Canada
- 60 Railway Association of Canada
- 61 Osorno
- 62 Traffic Safety Education & Consulting of Manitoba
- 63 All-Net Meeting
- 64 FAME Asset Management Solutions
- 65 Department of Intergovernmental Affairs
- 66 International Pipe
- 67 Manitoba Conservation
- 68 Dust Free Road Maintenance
- 69 Materials Distribution Agency - MDA
- 70 Hotsy Central
- 71 Cypher Environmental Ltd.
- 72 ResQ Track & Trace Technologies inc.
- 73 Guardian Traffic Services
- 74 Guardian Traffic Services
- 75 AECOM
- 76 Koenders Windmills Inc.

- 77 Manitoba Water & Wastewater Association Inc.
- 78 Acklands Grainger
- 79 Acklands Grainger
- 80 Data Link Mapping
- 81 Western Road Management
- 82 Northwest Digital

Manitoba Room - Equipment Area

- A1 Avonlea Farm Sales
- A2 Avonlea Farm Sales
- A3 Cubex
- A4 Cubex
- A5 DionCo Sales
- A6 DionCo Sales
- A7 DionCo Sales
- A8 DionCo Sales
- B1 Schulte Industries
- B2 Highline
- B3 Westcon Equipment
- B4 Westcon Equipment
- B5 Westcon Equipment
- B6 Westcon Equipment
- B7 Westcon Equipment
- B8 Westcon Equipment
- C1 Mazergroup Construction Equipment
- C2 Mazergroup Construction Equipment
- C3 Mazergroup Construction Equipment
- C4 Mazergroup Construction Equipment
- C5 Mazergroup Construction Equipment
- C6 Mazergroup Construction Equipment
- C7 Mazergroup Construction Equipment
- C8 Mazergroup Construction Equipment
- D1 Brandt Tractor
- D2 Brandt Tractor
- D3 Brandt Tractor
- D4 Brandt Tractor
- D5 Brandt Tractor
- D6 Brandt Tractor
- D7 Custom Truck Sales Inc. (Kenworth)
- D8 Custom Truck Sales Inc. (Kenworth)

Exhibitor Listing

Canada Room - Equipment Area

- E1 Toromont Cat
- E2 Toromont Cat
- E3 Battlefield Equipment Rentals
- E4 Hitrac (1974)
- E5 Battlefield Equipment Rentals
- E6 Hitrac (1974)
- E7
- E8
- F1 Enns Brothers Limited
- F2 Carriere Fire & Safety
- F3 Vermeer Canada Inc.
- F4 Carriere Fire & Safety
- F5 Vermeer Canada Inc.
- F6
- F7 Deer Country Equipment
- F8 Deer Country Equipment
- H1 Bobcat of Central MB Ltd/
Viking Cives
- H2 Bobcat of Central MB Ltd/
Viking Cives
- H3
- H4
- H5
- H6

Canada Room

- G1 Grunthal Emergency Vehicles
- G2 Grunthal Emergency Vehicles
- G3 Grunthal Emergency Vehicles
- G4 Grunthal Emergency Vehicles
- G5 Free Form Plastics - Fenderco
- G6 InterUtility Public Awareness
- G7 Milligan Bio-Tech Inc.
- G8 LMS Land Measurement
Systems Inc
- G9 Minty's Moving Ltd
- G10 Manitoba Health West
Nile Virus Program
- G11 A. Clark Roofing
- G12 Con-Restor Technologies



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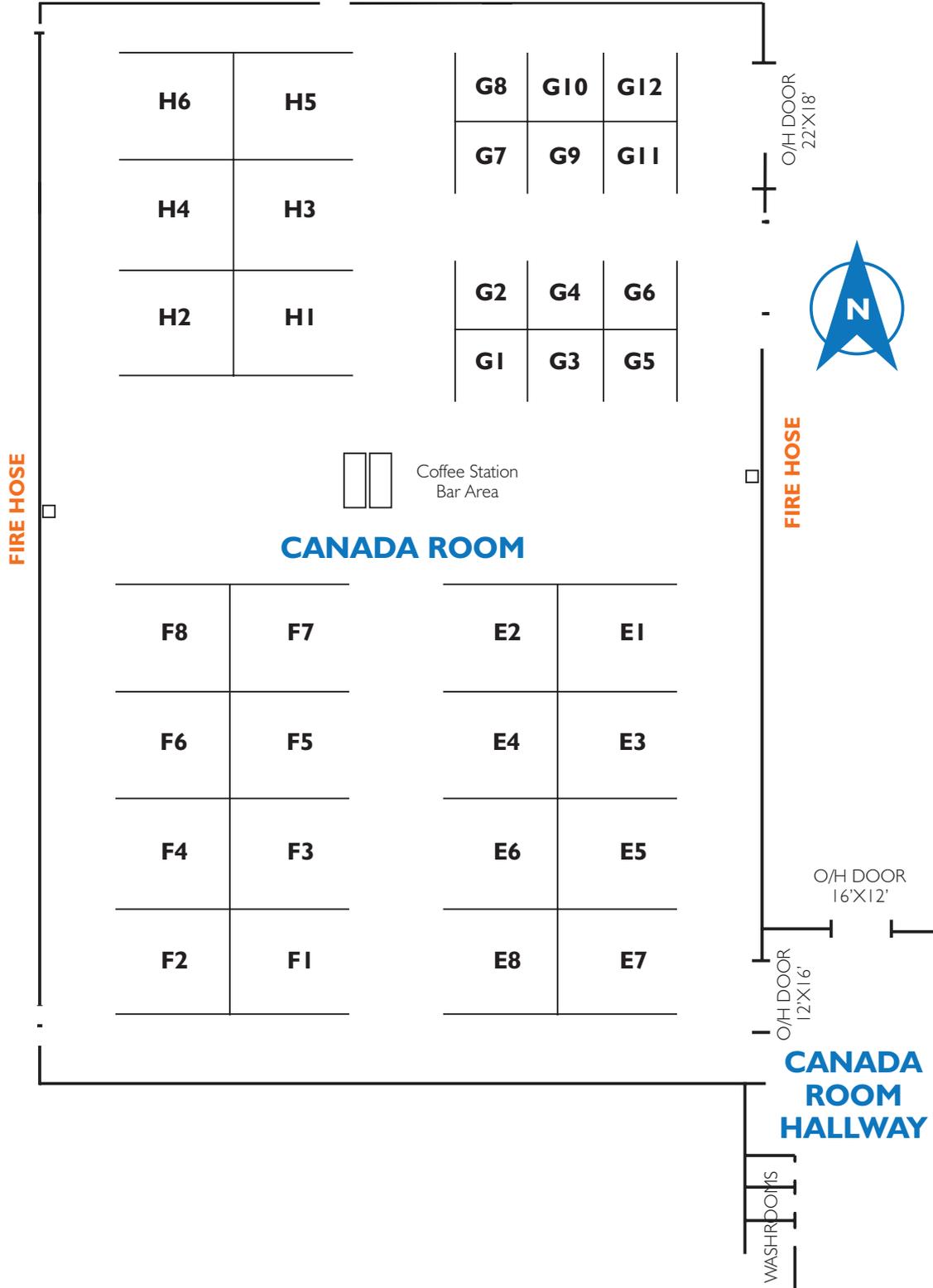
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Trade Show Maps





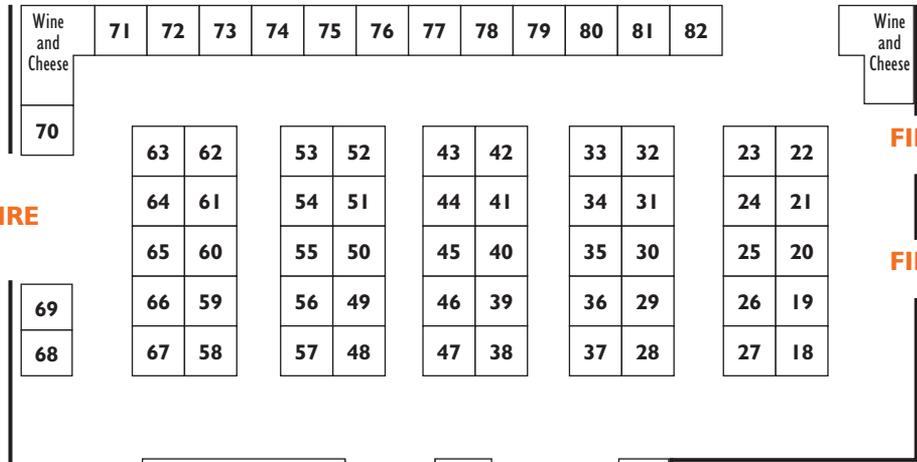
Trade Show Maps

2009 MTCML Trade Show

Keystone Centre, Brandon
 Wednesday, April 15, 2009
 11:00 am - 7:00 pm

UCT PAVILION

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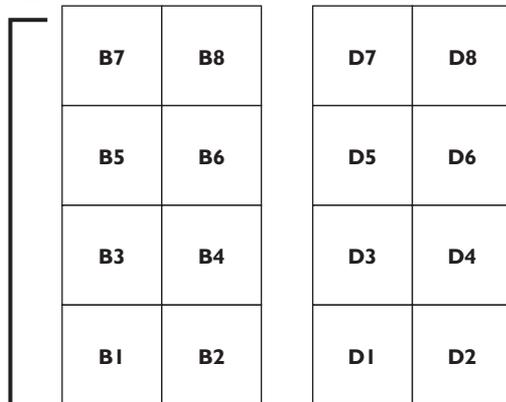


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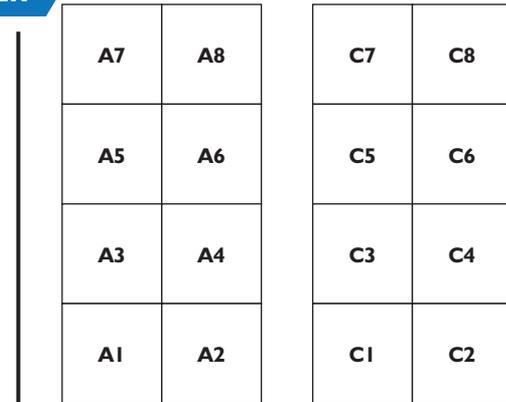


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The RM of Victoria



2005

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Don't miss the 2009 Municipal Excellence Award!

President **Doug Dobrowolski** will present the award during this year's Municipal Officials Seminar & MTCML Trade Show. This exciting award is a great way for municipalities to showcase themselves and to share their ideas with others.

The winning municipality or municipalities will receive a framed print or painting featuring a local Manitoba artist. They will also be featured in an upcoming issue of the *Municipal Leader*.

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Disaster recovery

Manitoba has seen its share of disasters over the past 15 years, everything from massive flooding to tornados. What is common in all of these disasters is the co-ordinated and professional response at all levels of government.

Starting with local responders through to the federal government, the response to a disaster is generally well done. Resources are deployed, incident commanders take control of sites and situations are managed to reduce the risk to lives and property. Whether it is emergency dikes, evacuations or search and rescue, the immediate needs in a disaster or emergency are the focus of our plans and preparations.

It is easy to understand why our community emergency management (EM) system is focussed on response; it is the component of EM that is going to

save the most lives and reduce property damage in the immediacy of the event. Its lights and sirens are a tangible and visible example of the various orders of government responding to the urgent needs of its citizens. However, I believe that community involvement needs to go beyond the immediate response and address the short and long-term recovery needs of the community.

Community-based recovery is the coordinated efforts to bring about the immediate, medium and long term regeneration of the community following a disaster. Regardless of the severity of

A COMMUNITY APPROACH

By Lee Spencer, Director of Recovery at
Manitoba Emergency Measures Organization

the disaster or the level of assistance from other orders of government, the primary focus for recovery rests with local government.

There are many components of recovery – residential, commercial, industrial, economic, social and social support – and there are various degrees of recovery. Successful recovery efforts typically rely on strong, local, community participation and integration of community into regional, provincial and national networks. This requires not only strong local government capacity but also the engagement of

public, private and volunteer groups – groups that are integrated into the community and motivated by a desire to make things better. Provincial and federal governments can provide recovery assistance but it comes with an increased level of intervention in the community decision-making sphere. This intervention into local decision-making is best managed by strong local leaders who understand recovery, and can keep the focus on the community needs.¹

For the most part, recovery efforts have strived to re-establish what was lost and restore a community to its pre-

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disaster state. While the repair and restoration of the physical environment is an important undertaking, it represents only one component of recovery and generally ignores the opportunities to increase resiliency in the aftermath of a disaster. Now that our community preparedness is at such a high level, it is time to raise our recovery standards to the same levels. We must look at recovery planning and recovery as a social process focused on issues beyond restoration to enhancing resiliency and sustainability of communities.

While all communities intend to recover from the next emergency or

disaster, how many have a plan to recover? After response, recovery occurs along the critical path of disaster/emergency management. A quick scan of the community emergency plans shows that there are few actual recovery plans in any of the community emergency plans.

To begin recovery planning at the community level, emergency planners should:

- Consider the need to address a wide range of issues from re-entry of evacuees through to the future economic well-being of the community.
- Leverage existing relationships and structures such as chambers of

commerce or other committees.

- Catalogue and engage community resources such as seniors groups, clergy and other non-government organizations in your recovery planning.
- Establish a recovery committee and meet regularly. Structures and relationships established before an event are more effective in the face of a crisis.

A recovery plan can:

- shorten the recovery time
- avoid confusion and reduce errors in the recovery process
- avoid duplication of effort
- minimize recovery costs

Most communities feel pressed to rebuild to a pre-disaster state as quickly as possible. However, opportunity for change can often present itself in the recovery phase of a disaster. What processes and decision-making structures does your community have in place to take advantage of the recovery opportunities? Decisions such as restricting rebuilding in the flood-prone area, modifying infrastructure to enhance resiliency or to attract economic investment to the region will affect community resiliency for the long term and should be considered. Recovery is more than restoring physical assets and providing social welfare. Successful recovery recognizes the wide and variable range of recovery needs and that recovery is successfully achieved when all those needs are addressed in a coordinated manner.²

Manitoba Emergency Measures Organization (EMO) recognizes the importance of recovery planning for communities and is offering training specifically focused on enhancing community disaster recovery planning over the next year. It is important that all levels of emergency management in Manitoba take time to consider not only their preparedness to respond to hazards the spring and summer may bring, but also plan for an effective recovery effort that restores or enhances our communities. **L**

Footnotes:

- 1 Mileti, Dennis S. Disaster by Design. Joseph Henry Press, Washington, DC, 1999.
- 2 Recovery Management, May 2005, Government of New Zealand.

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Meet Your Provincial Department

Education, Citizenship and Youth: an overview

By Heather Hunter

Education, Citizenship and Youth (ECY) works to ensure that Manitoba's children and youth have access to relevant, engaging, high quality and responsive education to meet their learning needs now and for the future. ECY is the department with responsibility for setting priorities and allocating funds to Manitoba's public and funded independent schools in the province's K-12 school system, as well as citizenship and youth initiatives. ECY believes it is important to work effectively with others – schools and school divisions, educators, parents, students and the general public – as partners to provide the best possible leadership and direction for public education in our province.

ECY has a fundamental goal to prepare young people for lifelong learning and citizenship in a sustainable society. As a result, the Department is continually seeking ways to create better and more opportunities for learner success. A large part of this work is done through the delivery of ongoing programs and services that assist the work of schools and school divisions across Manitoba. Support for instruction, curriculum and assessment, educational resources, special education, funding for schools, technology and other infrastructure development are all important areas that receive ongoing attention and support. In addition, the Department puts effort into planning and working on particular initiatives for identified priority

areas such as Aboriginal education, education for sustainable development, education in low-income communities, and rural and northern education.

ECY Programs and Services

- **Instruction, Curriculum and Assessment**

ECY is responsible for the development and implementation of provincial curricula as well as the development of province-wide assessment activities with a strong emphasis on formative assessment. In addition to grade level activities, the Department supports initiatives such as career development, diversity and equity, citizenship and sustainable development,

Click here to return to
Table of Contents

literacy and language programs, integration of technology into the curriculum, and distance learning. The Department has the responsibility to implement certain recommendations of the *Healthy Kids, Healthy Futures* task force report and this connects to the recent implementation of *Grade 11 and Grade 12 Physical Education/Health Education*.

• Programs and Student Services

ECY works closely with educators to deliver specialized education and support services to students in K-12 schools with

exceptional learning needs including those who are blind/visually impaired and deaf/hard of hearing. The primary goal is to provide support to schools through effective planning, monitoring of categorical support and the provision of professional learning opportunities. Important to this support to schools is the facilitation of a strong connection between schools, families and communities.

School divisions also receive grants to support areas such as early childhood development, early literacy, the achievement of Aboriginal students, and to pro-

vide for appropriate education programming according to learner needs. Other ongoing activities include sponsorship of the provincial *Student Services Forum* and the annual *Safe Schools Conference*. The Department provides library services to K-12 educators, teacher candidates and to the general public. These services help to facilitate parent involvement, community education and lifelong learning.

• Bureau de l'éducation française (BEF)

BEF works with the *Français* schools, French Immersion schools and the schools offering basic French courses to develop and administer policies and programs related to French-language education. The division aims to promote French language programs and services available by providing strong leadership in curriculum design, quality educational resources, and activities that correspond to the immediate and future needs of teachers and administrators in French language education.

ECY Priority Areas

• Education for Sustainable Development (ESD)

The Department supports ESD in classrooms and schools, based on a shared vision and collaboration. Principles of sustainability suggest a careful look at habits, beliefs, values, and practices to help balance the needs of society, the environment, and the economy. Through ESD initiatives in schools, and integration of ESD with curriculum, Manitoba students are acquiring knowledge of the interdependency of these three pillars of sustainability: improving social well-being, maintaining the environment and making economic progress. The ESD website www.edu.gov.mb.ca/k12/esd provides educational resources, grant information and supports school initiatives through the *Eco-Globe Schools* recognition program.





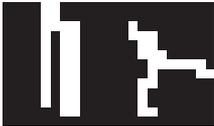
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• **Rural and Northern Education**

Teachers in small and remote schools often have challenging workloads, teach several different subject areas, and are in multi-level classrooms without specialized or cluster programs for students with exceptional needs. Small schools also have more challenges when it comes to accessing opportunities for professional learning, recruiting and retaining specialist teachers and highly sought after clinical professionals, and maintaining a range of programming options in the face of declining enrolments. In the 2008/09 school year ECY is undertaking a number of initiatives:

- Expanding support and services to enhance the delivery of programming for students with exceptional needs;
- Expanding direct and online professional learning opportunities in partnership with rural and northern educators, Manitoba First Nations Education Resource Centre (MFNERC);
- Providing a bursary program to support the training of clinicians who will provide services in difficult-to-recruit areas; and
- Enhancing clinical supervision and professional learning opportunities for educators, speech language pathologists, psychologists, and social workers who work in rural and northern Manitoba.

ECY is providing additional consultants in rural and northern Manitoba to enhance training services and planning for students with exceptional learning needs. A significant aspect of this initiative is the establishment of three video conferencing classrooms to promote access to professional learning through web-based courses and video conferencing.

• **Youth connections**

ECY encourages young people to be active, responsible citizens. The new social studies curriculum has identified citizenship as its core curriculum concept throughout all grade levels. Being knowledgeable about the democratic process, learning about local government (and having the willingness to participate in it) is vital for good citizenship. Students demonstrate this through caring more about their schools, being willing to get involved and take action in order to make a difference. Last year, the *Youth Leadership Scholarship* of \$500 was awarded to 200 Grade 12 students who devoted time and effort towards leadership, citizenship, and the promotion of healthy living. Recipients use these scholarships for their post-secondary studies.

This brief overview highlights just a few of the activities undertaken by ECY in order to respond to the needs of all K-12 learners in Manitoba's schools and communities. It is work that reflects a recognition and respect for the requirements of an always changing world, the need to engage young people through meaningful learning and inclusive practices, and the need to decrease our carbon footprint while increasing our educational capacity to ensure learner access to high quality programs and services. ECY believes

that all students, no matter where they live in our province, deserve to have the best possible educational programs and opportunities for success. ■

For additional information about ECY, please visit: <http://www.edu.gov.mb.ca/k12/index.html> or contact:

Heather Hunter
Senior Advisor to the Deputy Minister
Education, Citizenship and Youth
Heather.Hunter@gov.mb.ca
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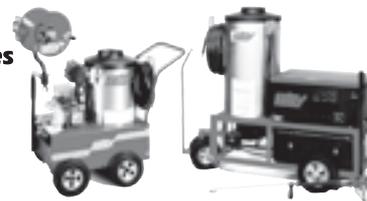
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- 26-29** MMAA Annual Conference
– Victoria Inn, Brandon

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- 4-6** AMM Municipal Visits –
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A REVIEW of selected Supreme Court decisions

By John D. Stefaniuk, Partner and Bailey J. Harris, Articling Student, Thompson Dorfman Sweatman LLP

There is no doubt that the buck stops at the Supreme Court when it comes to deciding on the interpretation of legislation that impacts upon all of us, including municipalities, and when it comes to developing the common law. Over the last two years the Court has issued a number of decisions that can have fairly significant implications on the operations of municipal governments. The following is a summary of just a couple of those cases that we have not dealt with in previous articles. By coincidence they both deal with two things near and dear to the hearts of many Canadians – taxes and liquor.

***620 Connaught Ltd. v. Canada (Attorney General)*, 2008 SCC 7.**

Connaught owned all or nearly all of the hotels, restaurants and bars in Jasper National Park that served alcoholic beverages. It required a business license to sell alcohol and had to pay a fee under the authority granted to the Minister of Canadian Heritage pursuant to the *Parks Canada Agency Act*. Under Canadian constitutional law, only Parliament may impose a tax. The issue in this case was whether the National Park Agency under the authority of the Minister could impose a regulatory charge or tax.

The Supreme Court held that the essential character of the business license fees paid by the appellants in the Jasper National Park were regulatory charges and therefore within the Minister's delegated power. The Court found that they were regulatory charges because they were connected to a regulatory scheme. In order to determine if a government levy is connected to a regulatory scheme, two requirements must be met: (1) identify the existence of a relevant regulatory scheme, and [if there is evidence of such a scheme] (2) find a relationship between the charge and the scheme itself. In applying this test to the case at



hand, the Supreme Court noted that the regulation of the Jasper National Park qualified as a relevant regulatory scheme because: (1) The *Canadian National Park Act* and the *Parks Canada Agency Act* together with the accompanying regulations formed a complete, complex and detailed code governing how Jasper National Park should operate; (2) This scheme was aimed at affecting individuals' behaviour; (3) It further provided for a proper estimation of the costs of the operation of the Park; and (4) The appellants benefitted from the regulation in that a well maintained national park would attract more visitors and therefore increase the potential volume of their businesses. With respect to the second step, the Supreme Court found evidence of the relevant relationship between the fees paid and the persons being regulated and the regulatory scheme because the fees were tied to the costs of the regulated scheme.

This decision is of potential application to the imposition of licensing and similar fees by municipalities. If this

was a regulatory scheme, is there any kind of license fee that is not permitted?

***Kingstreet Investments Ltd. v. New Brunswick (Finance)*, [2007] 1 S.C.R. 3.**

Kingstreet operated a number of nightclubs in the cities of Fredericton and Moncton, New Brunswick. These establishments were licensed to sell alcoholic beverages. Kingstreet purchased its alcohol from the Provincial Liquor Corporation's retail stores and paid a "user charge" that was prescribed by regulation. The appellants challenged the constitutional validity of the user charge and sought reimbursement of all amounts paid over the years since they opened business with compound interest.

The Supreme Court found that restitution is generally available for the recovery of monies collected under legislation that is subsequently declared to be outside the jurisdiction of a level of government. The Court explained that the principle of "no taxation without representation" is central to the Canadian

conception of democracy and rule of law. Therefore, the Crown may not retain a tax that they would not otherwise be entitled to receive because to do so would breach this most fundamental constitutional principle. As a result, a taxpayer who made payment pursuant to otherwise valid legislation that was outside the jurisdiction of government has a right to the return of the amounts paid.

The Supreme Court held that the appellants were allowed to recover all user charges paid on or after the day they commenced proceedings with interest. It did not award compound interest because Kingstreet did not allege any wrongful conduct on the part of the Province that might warrant moral sanction.

This is a significant change to the old principle that in order to secure a repayment of taxes or fees that were improperly collected the party had to pay them "under protest." The Court instead recognized that it would be unfair to let the Province in this case keep the money that was paid under an illegal tax. **L**

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Weather related HAZARDS

Ken Fingler, Director, Risk Management, HED Insurance & Risk Services

After a very cold winter that started in mid-November and continued until early February, a warm front turned the snow into freezing rain that collected on roads, sidewalks and roof tops. Warmer spring temperatures will bring wetter and heavier snow. We have had some of our heaviest snowfalls in March and even April. We still remember the heavy snowfalls in April 1997 that led to the “flood of the century.”

Spring snow, ice, thaw/freeze cycles and snow tracked into buildings all contribute to increased risks of roof collapse, property damage from falling ice and slip and fall incidents.

Many of these incidents will lead to property damage, some injuries will lead to liability claims and a few will result in civil litigation.

How do you as the property owner/manager protect yourself from these incidents and claims?

SNOW AND/OR ICE BUILD-UP ON ROOFS

Heavy snow loads or freezing rain build-ups on roofs can put high stress on the roof structures and may result in a roof collapse. There was a recent roof collapse following a freezing rain storm in early February in Manitoba that resulted in several injuries and one death.

ROOF AND BUILDINGS

- Initiate a roof inspection and maintenance program for snow/ice removal. Inspect snow / ice build-ups after heavy snow/ice or a series of smaller storms.
- Keep roof drains clear of ice and snow. Approved heating cables can be used to ensure that drain downspouts remain clear of ice.
- Remove ice build-up along eaves troughs and edges of the roof line to reduce ice damming under the roof covering.
- For a flat roof, identify roof drains with 3 to 4 ft. high flags in case of heavy snow build-up. Clear the roof drains and open paths to the drains to ensure drainage.



Pay particular attention to snow and ice build-up on:

- Roof sections with changes in elevation - snow accumulates on the lower section where it meets a higher section.
- Additions to the sides of higher buildings with steep roofs such as dressing rooms attached to sides of arch roofed arenas (snow build-ups on arena roof could crash down onto the dressing room roof).
- Roof sections with long expanses with unsupported roof trusses.

CLEARING SNOW/ICE ACCUMULATIONS

- Remove snow in a systematic pattern to avoid a build up in any one location that would overload the roof in that area.
- Identify and clear snow from any roof hatches and sky lights to prevent staff from walking on and possibly falling through these openings.

- Use safety rigs and lines to prevent staff from falling off a roof.
- Erect barricades surrounding building where snow/ice is being removed to keep vehicles and pedestrians away from falling snow area.
- Avoid using ice picks or sharp tools that could damage the roof.
- To avoid damage to roof covering, do not attempt to remove all of the ice cover.
- Use portable steam jets to remove ice build-ups on steep sections and to avoid damaging the roof.

ICICLES AND ICE PATCHES

Spring thaw/freeze cycles result in a number of problems that could result in injury or property damage to customers or passers-by.

Icicle build-up on the edges of the roof line can fall and injure pedestrians walking by or cause damage to vehicles parked near the building.

Water draining from roof downspouts often freezes at night. This creates large ice patches that present serious slip & fall hazards if located near entrances or walkways.

Potholes and low lying areas in parking lots will retain water and freeze into ice patches that present a potentially hazardous area for pedestrians and vehicles. Clear and thaw drains in parking and roadways to prevent water ponding and possible flooding.

PREVENTING SLIP AND FALL CLAIMS

EXTERIOR:

- Regularly check for icicle build-up around the roof line and remove the icicles.
- Barricade off the area below the section where icicles often build-up to prevent pedestrians from walking under the icicle area and to prevent cars from parking near the building where icicles could hit the cars.

Spring thaw/freeze cycles result in a number of problems that could result in injury or property damage to customers or passers-by.



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- Redirect roof drain downspouts away from entrances and walkways.
- Regularly sand and/or salt icy areas around entrances and handicapped parking areas.
- Check parking lots for potholes and water pooling areas and fill in these areas. Sand icy patches in the parking lots.
- Clean snow, ice and water build-up around entrances, exits, sidewalks and ramps. (Don't forget to clear the snow and ice from outside emergency exit doors.)

INTERIOR:

- Ensure that carpets, floor mats and stair runners are in good condition. (Not loose, torn or curled edges).
- Ensure that handrails on stairs and ramps are in place and secure to provide stability for people entering or leaving the building.
- Place safety cones and warning signs around entrances that may be wet and slippery from snow tracked in. Mop up excess moisture and dry floors as soon as possible. Use mats to absorb snow and water.
- Clean mats regularly especially during wet or slushy snow seasons.

REDUCING LIABILITY

The Occupier's Liability Act sets out the duty that a property owner/manager owes to any person entering the premises. Courts have defined this duty as one of reasonable care, not perfection.

Reasonable care would include regular inspection and maintenance of the property with increased frequency during periods of inclement weather such as following a heavy snow or freezing rain storm or during the thaw/freeze season.

Document all actions on log sheets, even if it is only an inspection where no further action is required.

Maintenance logs are the evidence you need to prove that you have met the Standard of Care needed to avoid liability in the event of an incident.

Should you or your staff have any questions please contact Ken Fingler at HED Insurance and Risk Services at 1-800-265-0314 ext. 7279 or by e-mail at kfingler@hedinc.com.

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AMM Executive's FIRST FEW MONTHS

The AMM Executive hit the ground running immediately following the 10th Annual Convention last November. The first few months of their one-year terms have been filled with meetings, events and long hours spent travelling Manitoba highways. The following pages provide a brief snapshot of some of their activities in December, January and February. (Special 'thank you' to AMM Urban Vice-President Shirley Kalyniuk and Councillor Donna Morken, Town of Rivers, for supplying some of these photos.)



One of Doug Dobrowolski's first official meetings as AMM President took place with Federal Infrastructure Minister John Baird on December 15, 2008.



The Building Canada Fund was the main topic of discussion during a meeting between President Dobrowolski and the Honourable Vic Toews on February 17.



President Dobrowolski being interviewed by CKX-TV in Brandon.



President Dobrowolski presents MP for Portage-Lisgar Candace Hoepfner with a copy of the AMM history book *With One Voice* on January 23.



President Dobrowolski presents Yolande Dupuis, President of the Manitoba Association of School Trustees, a copy of *With One Voice* on January 22.

AMM Executive's FIRST FEW MONTHS



The AMM Executive meets with the council of the RM of Daly and the Town of Rivers on January 27. This municipal visit in the Western Region is one of approximately 60 that will take place over the course of the year.



The Hon. Jim Rondeau, Minister of Science, Technology, Energy & Mines, with President Dobrowolski on February 24. This meeting is just one of a flurry of minister meetings that took place throughout February and March.



Dave Burgess, Mayor of Brandon and President Dobrowolski during the AMM's visit with the City of Brandon on January 28.



The AMM Executive poses with the RM of Woodworth during a municipal visit on January 27.



Rural Vice-President Roger Wilson or a famous chef? You decide! (Event: Manitoba Conservation District Association Convention, December 2008).

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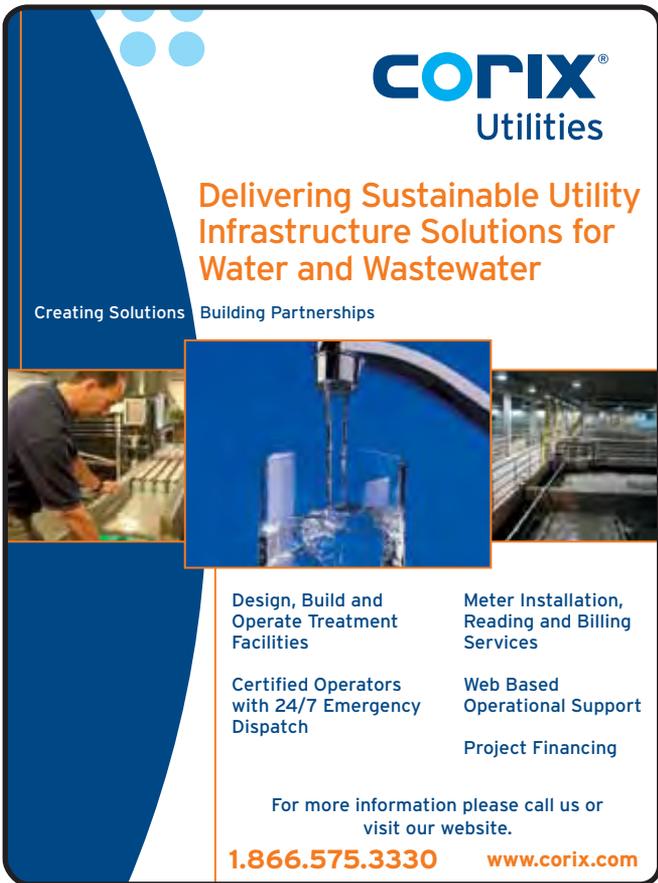
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