

A photograph of three people in business attire standing in front of a glass wall. On the left is a man with glasses, wearing a dark suit, a pink shirt, and a patterned tie. In the center is a man with curly hair and glasses, wearing a dark suit and a blue shirt. On the right is a woman with short blonde hair, wearing a dark blazer over a black top. All three are wearing lanyards with identification badges.

MUNICIPAL Leader

The Magazine of the Association of Manitoba Municipalities

Winter 2006/07

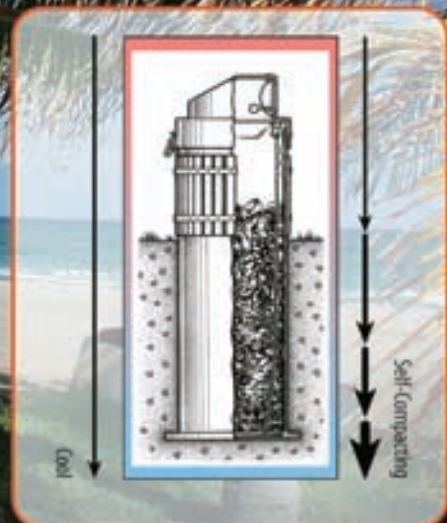
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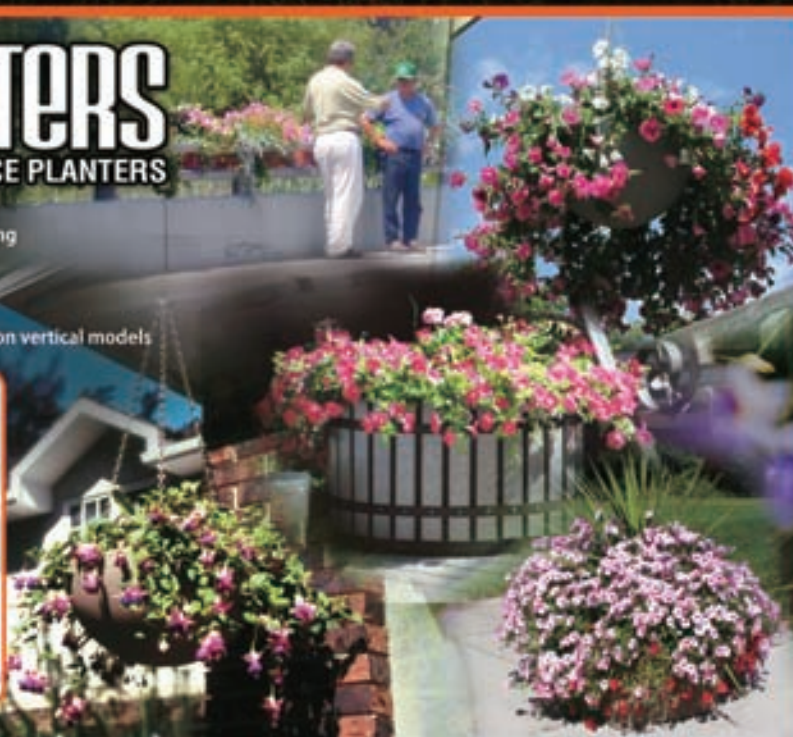
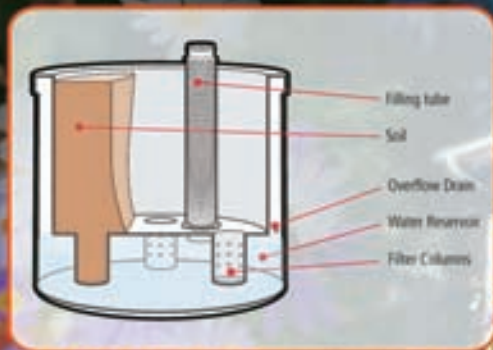
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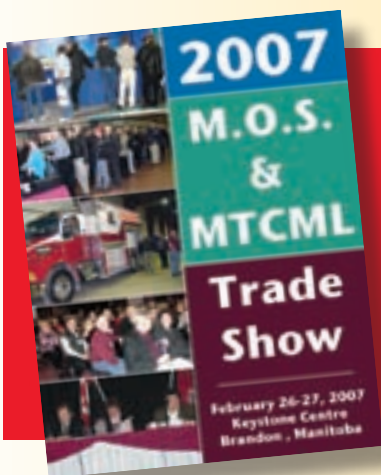
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Cover: Meet the AMM Executive for 2007. (L-R) Doug Dobrowolski (Rural Vice-President), Ron Bell (President) and Shirley Kalyniuk (Urban Vice-President).

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Please address inquiries to:

1910 Saskatchewan Avenue W.
Portage la Prairie, MB R1N 0P1
Phone: (204) 856-2366
Fax: (204) 856-2370
e-mail: amm@amm.mb.ca
Internet: www.amm.mb.ca

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Publication management and production by:



3rd Floor - 2020 Portage Avenue
Winnipeg, MB R3J 0K4
Ph: (204) 985-9780 Fax: (204) 985-9795
www.kelman.ca
e-mail: terry@kelman.ca

Managing Editor: Terry Ross
Art Design/Production: Dana Jensen
Advertising Manager: Cindy Robin

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AMM Mission Statement

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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Ron Bell, President

Meeting with Premier kicks off '07

I must begin by conveying my deep gratitude for showing your confidence in me by acclaiming me as your President for a third term. It's a humbling experience indeed and one I do not take for granted. I can't express enough, after the difficult year we faced together in 2005, how proud I am at the way we all pulled together in 2006. Our recent, highly successful Convention is a testament to that. Our resolutions sessions were virtually seamless and we have a very clear picture of our lobbying direction as we enter 2007.

You also elected two new AMM vice presidents during Convention and I am excited to be working with them. Both Urban Vice-President **Shirley Kalyniuk** and Rural Vice-President **Doug Dobrowolski** bring a wealth of experience to their new roles and will be a huge asset to me as we lead our organization throughout the next year. I would also like to welcome our four new board members – Western Urban Director **Maxine Chacun**, Central Rural Director **Ralph Groening**, Central Urban Director **Mel Klassen**, and City of Winnipeg Director **Russ Wyatt**. I look forward to working with all of you.

One of the first orders of business for our 'new' board of directors occurred on December 19, when we met with Premier **Gary Doer** and members of the Provincial Cabinet. This is a very important annual meeting for the AMM and we appreciate the opportunity to have a frank and positive discussion with the Premier. *(The position paper we prepared for this meeting is available on the AMM website.)*

Another important event took place in early January – our annual Board strategic planning session. During this session, we reviewed our policy priorities and identified our main issues and goals as we move forward in 2007. I am certain that it will come as no surprise that our #1 policy priority for the coming year is *fiscal balance and infrastructure*, followed by *land use and water planning*, *Education taxation*, *physician and health practitioner recruitment and retention*, and *recycling* rounded off our list of top issues for the coming year.

As you know, there is a definite possibility of a provincial election on the near horizon. This is **your** chance to voice municipal concerns and have strong input into the future of our province. The AMM will certainly be doing its part to ensure our priorities are on the agenda. A provincial election gives us all an opportunity to position ourselves so that municipal issues are front-and-centre with all parties. Let's seize that opportunity!

Our own municipal election last fall resulted in many new faces around council tables throughout the province. I believe that the energy and vision of those newly elected, combined with the experience and wisdom of returning council members, will result in a dynamic surge ahead for municipalities over the next year. Both as a Mayor and as your President, I am thrilled to be a part of it. \$



Premier Gary Doer and President Ron Bell.



Joe Masi, Executive Director

MOS – something for everyone

The AMM 8th Annual Convention has come and gone, and our next important event is almost upon us. The AMM's annual Municipal Officials Seminar (MOS) and Trade Show takes place from February 26 to 27 at the Brandon Keystone Centre. MOS is an exciting event for elected municipal officials, administrative staff and public works employees, in that it truly offers something for everyone.

Day one of MOS is traditionally 'policy day.' A number of plenary and breakout sessions dealing with current policy topics will be offered. Day one also features Manitoba's largest municipal trade show, the one-day MTCML Trade Show. The day wraps up with an always well-attended wine & cheese event from 4:00 pm to 7:00 pm.

Day two of MOS is professional development day, and we are again offering an excellent combination of plenary sessions and workshops to suit any interest. To kick off Day two, we will present the Third Annual AMM Municipal Innovation Award. The City and RM of Portage la Prairie took home the award in 2005, and the RM of Victoria was the recipient last year – their innovative idea was even featured in the *Winnipeg Free Press*. I am anxious to see who will be the deserving community this year. (For a complete agenda and trade show listing for this year's MOS, please refer to page 35).

While MOS concludes on February 27, February 28 brings another informative event – the first seminar in our Educa-

tion Series. *Human Resources for Elected Officials* (also taking place at the Keystone Centre) will take you through the various details of human resources that elected officials are involved in, with the help of an esteemed panel of experts in the field. If you haven't registered for this seminar yet, you can do so by contacting **Donna Belbin**, AMM Events Coordinator at 204-856-2374 or dbelbin@amm.mb.ca, or registering online at www.amm.mb.ca. For more information about this session, see page 24.

While events like the annual convention, MOS, and our education seminars are excellent ways for elected officials to come together and take advantage of much of what the AMM has to offer, our work does not stop with these events. And, with many of you just beginning your terms as newly elected municipal officials, you may still be unsure as to where the AMM fits in the whole scheme of things. That is why we've compiled a special article in this issue of *The Leader*. "What does the AMM do for you?" gives you an excellent overview of our lobbying practices; explains the business of our trading company; and introduces you to our staff. The article is featured on page 8, and I do hope it helps you to gain a better understanding of the day-to-day work our organization does on your behalf. ☺

“MOS is an exciting event for elected municipal officials, administrative staff and public works employees, in that it truly offers something for everyone.”

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

Kimberly Ballance,
Senior Policy Analyst
856-2371
kballance@amm.mb.ca

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

**The AMM fax number
is 204-856-2370**

MANITOBA LEADS

CANADA IN ENERGY EFFICIENCY

Manitoba scored an 'A' two years running with The Canadian Energy Efficiency Alliance, and continues to set standards for the rest of the Canadian provinces to follow. Some of the initiatives responsible for the 'A' rating are:

- Manitoba Hydro's Power Smart programs that allow homeowners, businesses, and industry significant savings on energy costs;
- Manitoba Hydro's plans for wind-energy projects that would enable power for 100,000 homes;
- The Province's new commercial building codes and new green building policy that requires all new provincially funded buildings meet the Leadership in Energy and Environmental Design (LEED) silver certification;
- Community Places construction projects worth \$3 million;
- A new green business guide for small and medium sized businesses to aid in energy efficiency and result in lower energy costs;
- The Province's renewable energy development that includes new-generation hydro, wind, ethanol, biodiesel, geo-thermal, and hydrogen; and
- The Winter Heating Cost Control Act that will result in low income, rural and northern Manitobans receiving energy efficiency savings.

COMMUNITY ARTS

COUNCILS RECEIVE FUNDING

The **Hon. Eric Robinson**, Minister of Culture, Heritage, and Tourism recently announced 20 communities would receive \$360,000 in grant support for rural and northern community arts councils. The quality of life in rural and northern Manitoba is enhanced through community arts councils. Local arts councils bring concerts, theatre productions and art exhibits to their communities. Classes and workshops in visual, media and literary arts, dance, music and theatre are also offered.

FUNDING FOR MUSEUMS

Museums preserve Manitoba's history and enable visitors to experience the culture and heritage of this great province. Minister of Culture, Heritage, and Tourism, the Hon. Eric Robinson announced 109 communities and six themed museums would share funding of \$676,100. This funding aids in the maintenance of the museums annual programs.

NEW EQUIPMENT FOR LIBRARIES

Libraries are necessary online information providers for Manitobans, especially in remote areas of the province. All public libraries in rural and northern Manitoba received \$1.1 million to improve technology infrastructure from the Department of Culture, Heritage, and Tourism. Libraries can now purchase two new computers with large screen monitors, one colour laser printer, a wireless access point appliance, and a video

projector. Library management software, database and Internet servers will improve network capabilities.

EMISSIONS CALCULATOR ONLINE TOOL AIDS CITIES

Municipalities will now be able to plan and report transportation related emissions in a standardized manner. Transport Canada recently launched a simple, user-friendly online tool to aid cities in reducing greenhouse gases and protecting the health of Canadians. The *Urban Transportation Emissions Calculator* will enable urban transportation professionals to calculate transportation related emissions, including greenhouse gases and criteria air contaminants (e.g. carbon, nitrous and sulphur oxides, volatile organic compounds and particles). Direct and indirect emissions from passenger, commercial and urban transit vehicles are calculated. Direct emissions are released directly from the tailpipe of vehicles, while indirect emissions are created and released from electricity of electric vehicles and from the production, refining, and transportation of transportation fuels. Kilometres traveled, travel speed averages and fueling data can be recorded. The impact of new technologies and alternative fuels on greenhouse gas emissions and air pollutants will now be considered. Resources to help municipalities with transportation solutions are available through the Urban Transportation Information Network at www.tc.gc.ca/UTEC.

BEYOND PIPES AND PUMPS

The University of Victoria's POLIS Project recently released the report *Thinking Beyond Pipes and Pumps: Top 10 Ways Communities Can Save Water and Money*. This guide suggests that water conservation and efficiency is the basis for urban water infrastructure. Decentralized technologies and local programs that are directed towards changing behavior should also be considered along with the current water supply systems. A copy of *Thinking Beyond Pipes and Pumps* is available for download at www.waterdsm.org.

GATINEAU 1ST WITH LIVE WEBCASTS

Gatineau is the first city in North America to launch live webcasts through technology developed by Great Britain's Public-i. Residents of Gatineau can follow the Plenary and Executive Committee meeting discussions. Presentations, reports, speaker profiles and online surveys are available through this system. Webcasts are available at www.gatineau.ca.



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Justice update...

Public safety is one of the uppermost concerns in the minds of Manitobans and there are a number of initiatives created to address this issue. This installment of “And Furthermore” checks in with two diverse programs falling under the umbrella of Manitoba Justice. The first aims to prevent crime by providing support to at-risk youth and helping them to make better choices. The second provides municipal first responders – the front-line workers facing danger every day – with the tools and training necessary to detect drug labs in our communities.

A BEACON OF HOPE FOR MANITOBA YOUTH

The Fall 2006 issue of *The Leader* featured a special report on Justice, including an overview of provincial programs and funds. One of those funds is called ‘Lighthouses.’ This fund, part of the Neighbourhoods Alive! Strategy, was recently expanded.

UPDATE

Attorney General **Dave Chomiak** announced nine new Lighthouses sites on October 6, 2006, bringing to 47 the number of Lighthouses created since the government took office in 1999.

“Lighthouses locations have been a beacon of hope and a positive force in many communities in Manitoba,” said Chomiak. “We saw a record 100,000 visits by youth to Lighthouses sites over the past year, and I’m pleased to announce we are expanding the improved recreational opportunities Lighthouses make possible to even more locations.”

Lighthouses provides funding that helps support schools, friendship centres and other community facilities in offering a variety of recreational, educational or social after-hour activities organized by and for youth.

A recent independent study by Kaplan and Associates focused on putting a human face on the impact of the program by looking at the experiences of seven youths using two Lighthouses locations. The case studies found that before attending Lighthouses programs, many of the young people did not have affordable access to positive recreational activities, had rocky home lives and risk factors for potential criminal involvement, and had been involved in some illegal activities. They and their parents confirmed that positive changes followed their involvement in the programs.

“For the youth and families featured in this report, the program made a very real

and important difference in their lives,” the study concluded.

The nine new sites are:

- Abbalak Thunderswift Memorial School, Little Grand Rapids;
- La Barriere Crossings School, St. Norbert;
- NEEDS Inc. (Needs Centre for War Affected Families), Winnipeg;
- Ralph Brown Community Centre, Winnipeg;
- École Selkirk Junior High, Selkirk;
- Pauingassi First Nation, Pauingassi;
- Polson School, Winnipeg;
- Opaskwayak Cree Nation, The Pas; and
- Wellington School, Winnipeg.

Lighthouses sites are supported with \$1,000 in provincial funding per month, covering up to 50% of the cost of running a program. Programs must have other partners to provide funding or ‘in kind’ contributions, such as the use of a facility or equipment.

TRAINING KEY TO CRYSTAL METH STRATEGY

Our coverage of the crystal meth issue began one year ago with our Winter 2006 story entitled “Crystal Meth: What’s Manitoba Doing?” We then summarized the Manitoba Meth Strategy in the Spring 2006 issue, and provided a further update in the Summer 2006 issue.

“For the youth and families featured in this report, the program made a very real and important difference in their lives.”

UPDATE

Attorney General Dave Chomiak and Healthy Living Minister **Kerri Irvin-Ross** announced on November 29 that Manitoba will expand its successful crystal meth training initiative to ensure front-line personnel in rural communities have the training and resources needed to detect labs and help those addicted to the drug.

The training allows front-line workers in municipalities to detect labs, recognize the hazards associated with this deadly drug and protect themselves when dealing with crystal meth. Nearly 600 first responders across Manitoba have received training on meth use and production since the training initiative was introduced last spring.

Chomiak said the program will be expanded to ensure more Manitoba municipalities are able to access a pioneering web-based training program offered by the Canadian Police Knowledge Network, a not-for-profit corporation that provides e-learning for police.

The minister said Manitoba Justice will secure additional training kits and ask municipalities to identify one or two front-line workers to receive training and co-ordinate information sharing within their communities. Manitoba Justice will provide additional course kits at no cost to municipalities.

The course offers detailed information on the characteristics of crystal meth, including symptoms and effects of use, methods of production, detection of labs and associated hazards.

Manitoba was the first province to make comprehensive training on crystal meth available to such a broad range of first responders, including police and provincial and municipal agencies. Front-line personnel can take the interactive training course from any Internet-connected computer.

“A comprehensive training initiative is a key component of Manitoba’s strategy to tackle crystal meth,” said Irvin-Ross. ☞

What does the AMM do for you?



The civic election of last October resulted in over 30% newly elected officials. While those re-elected are (hopefully) well acquainted with the AMM organization and our staff, those who are new to municipal life are not. It seems timely to introduce you to our office and the day-to-day work that we do on your behalf.

The AMM office is located in Portage la Prairie, Manitoba. It's central location works well for our Directors who must travel from all parts of the province for board meetings. As well, our close proximity to Winnipeg allows for the frequent meetings that take place in the capital city. Nine full-time employees staff the office.

Joe Masi is the AMM's Executive Director and coordinates the overall activities and business affairs of the AMM. Joe reports to the Board of Directors, and ensures that the AMM by-laws, policies and procedures are maintained. Joe is proactive in responding to the on-going changes in municipal government to ensure that the AMM continually evolves to meet its mandate. Joe may be contacted directly at 204-856-2360 or e-mail at jmasi@amm.mb.ca

The AMM is actually divided into two 'sides' – an Administration and Marketing side and a Policy and Communications side.

Administration & Marketing

Linda Hargest is the Director of Administration & Marketing. Linda manages the administrative and financial procedures for the AMM and the Municipalities Trading Company of Manitoba Ltd. (MTCML), which is the business arm of the AMM. For more information about the MTCML, see page 66.

Linda is also responsible for overseeing Event and Education planning. Contact Linda directly at 204-856-2361 or e-mail her at lhargest@amm.mb.ca

Patti De Baets, Finance Coordinator, is responsible for the invoicing and accounting of both the AMM and MTCML. Call or e-mail her to place orders, discuss invoices or if you have questions about official suppliers. Contact Patti directly at 204-856-2367 or e-mail her at pdebaets@amm.mb.ca

Donna Belbin, Events Coordinator, assists in the planning and organizing of the AMM Annual Convention, June District Meetings, Municipal Officials Seminar, AMM Education Program, Mayors, Reeves and CAO meetings, Municipal District meetings, and other related special events. For any questions related to AMM events, please contact Donna directly at 204-856-2374 or e-mail her at dbelbin@amm.mb.ca

Policy & Communications

Tyler MacAfee, Director of Policy & Communications, manages the Policy & Communications side of the AMM. Tyler's primary responsibility is to coordinate and develop the lobbying activities of the AMM. Tyler oversees the preparation of the written materials and research activities for the AMM lobbying strategies. Tyler is also responsible for coordinating the resolutions process and the communication strategy of the AMM. Contact Tyler directly at 204-856-2362 or e-mail at tmacafee@amm.mb.ca

Working with Tyler is **Kimberly Ballance**, Senior Policy Analyst. Kimberly works on lobbying strategies affecting all government departments. Contact Kimberly directly at 204-856-2371 or e-mail her at kballance@amm.mb.ca. (*Kimberly is filling the position of Senior Policy Analyst while Rachel Philippe is on maternity leave.*)

Also on the Policy & Communications side is **Lynne Bereza**, Communications Coordinator. Lynne oversees the AMM website; the *Municipal Leader* quarterly magazine; the AMM annual report; and the bi-monthly news bulletin. To place an ad in the bi-weekly news bulletin or on the AMM website, contact Lynne at 204-856-2366 or e-mail her at lbereza@amm.mb.ca

Rounding out the Policy & Communications department is **Erika Rempel**, Administrative Assistant (Policy & Communications). Erika provides administrative support to the AMM Policy and Communications department. Contact Erika directly at 204-856-2369 or e-mail her at erempel@amm.mb.ca

Finally, while 'technically' on the Administration & Marketing 'side' of the AMM, **Julia Green**, Administrative Assistant (Board & Administration), really provides support for the entire office. Julia provides administrative support to the AMM; coordinates Board activities; compiles the Salary Survey; and handles phone and email inquiries. Contact Julia directly at 204-856-2365 or e-mail her at jgreen@amm.mb.ca

Our staff consists of dedicated professionals who are always available to assist our members in any way. Please feel free to call or email us with any questions or concerns you may have, or visit our website at www.amm.mb.ca for the most up-to-date information. 💰

www.amm.mb.ca

A quick and easy way to find out almost everything you need to know about the AMM, our activities, and what we're doing right now is to visit our website at www.amm.mb.ca. The site is updated frequently with the most up to date information from both the Administration & Marketing and Policy & Communications departments. In fact, by visiting the AMM website you can:

- Read Board of Director biographies;
- Link to our members websites;
- Read AMM annual reports;
- Read/subscribe to receive the AMM bi-weekly news bulletin;
- Read/subscribe to receive AMM news releases;
- Search or post classified ads;
- Search or post municipal job ads;
- View our Events Calendar;
- View the most up-to-date info on all events, including the AMM Annual Convention, Municipal Officials Seminar, MTCML Trade Show, Mayors, Reeves & CAOs Meetings, and June District Meetings
- Find out about this year's AMM Education Program
- Register for AMM Education sessions
- Meet the MTCML Official Suppliers
- View the MTCML Product Catalogue
- Find information about the AMM Fuel Program
- See Sample By-Laws and job descriptions
- View presentations from past AMM events
- View special reports
- Find out how to submit your municipality for a *Municipal Innovation Award*
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- View AMM legislative presentations
- View our annual Brief to the Premier and Cabinet
- See Federal/Provincial budget submissions
- Search our online database of active resolutions
- Read past and present issues of *Municipal Leader* online

Lobbying 101

The AMM 8th Annual Convention has come and gone, and the work of carrying out our lobbying direction as driven by you, our membership, has begun for another year. While further issues will be raised throughout the year at regular regional meetings and municipal visits, it is the resolutions voted on at the Annual Convention that have set the main lobbying course of the AMM for the next 12 months. Following is a short overview of how we will chart this course.

Immediately after the Convention, the AMM forwarded all carried resolutions to the appropriate government departments for their response. This is extremely helpful to the AMM's lobbying efforts as it gives us an indication of where government stands on an issue. This also ensures the issue appears on the government's radar. Once all of the government's responses are received, the AMM will forward them on to our members.

We will also update members on our communications activities through our news bulletin, *Municipal Leader* magazine, resolutions updates, and at our various events. In addition, position papers for each government department, along with a searchable database of active AMM resolutions, are available on our website at www.amm.mb.ca.

Once we know the government's response to the issues, we will then begin to address the active resolutions in a number of different ways. We will highlight the issues through letters, position papers at our regular meetings with Provincial Cabinet Ministers, and during Lobby Days in April. AMM Board members also sit on a variety of external committees of government, so that we have active input into issues that affect municipalities.

Some resolutions are very straightforward and will be resolved at the staff level. Others are more complicated and will require a number of meetings and correspondence before they are resolved. Resolutions may be dropped only when they are completed (the recent decision by the Province to fund inter-facility patient transfers, for instance, will likely result in a resolution carried since 1999 being dropped), or when there is no resolution possible. In this situation, the AMM Board of Directors must agree on whether to drop the resolution.

The 22 resolutions passed by the AMM membership at Convention 2006 will be incorporated into our active files. Currently, AMM has over 200 active resolutions.

With that in mind, we certainly look forward to a busy year ahead. Rest assured that we will work on ALL resolutions to the best of our ability, and continue keep you up to date on our progress.

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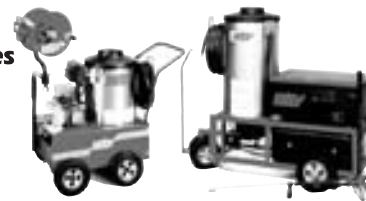
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The changing face of the AMM Board

By Lynne Bereza, AMM Communications Coordinator

The face of the AMM Board of Directors changed significantly at the 8th Annual Convention! By the time the three-and-a-half day event ended, the Board had three new directors and two new vice-presidents – including the first female VP in the history of the organization. We sat down with all the newcomers to get to know them a bit and find out how they feel about their new roles.

Rural Vice-President Councillor Doug Dobrowolski RM of Macdonald

While certainly no newcomer to the AMM, having been Central Rural Director since the AMM was formed and on the UMM Board for one year prior to that, the position of Rural Vice-President is one Doug Dobrowolski has been focused on for some time. The third time running proved to be the charm. “As an AMM Director, you basically deal with your region,” he says, “and as Vice-President I am looking forward to meeting all of our members across Manitoba.”

Dobrowolski, a councillor with the RM of Macdonald since 1992, operates a third generation, 1,000-acre family grain farm at Domain, Manitoba. When asked why he wanted to take on the added responsibility, Dobrowolski replied “I like to look at the big picture, and I always like to say that I’m a real Manitoban – I believe in Manitoba. My family (including wife Kelly, three daughters and a son-in-law) knows that it will be a lot of extra work – plus the work on the farm – and everyone in the family is willing to pitch in.” A supportive council also played a role in his decision to run for Rural VP. “My council has been very encouraging over the years,” he says.

Dobrowolski doesn’t have any specific issues that he is interested in pursuing in his new position, as he says, “All issues interest me – I’ve always enjoyed a challenge, so whatever comes about I will take on.” One of the first challenges on Dobrowolski’s agenda will be an exchange trip to El Salvadore in mid-January. Dobrowolski was elected by the AMM Board to accompany Executive Director Masi and President Bell on the exchange. “We have a lot to offer as municipal government – which I feel is the most efficient form of government – and if we can share some of what we know, and take something back in return, that’s great.”

Urban Vice-President Mayor Shirley Kalyniuk, Town of Rosburn

When asked how it feels to be the first female elected to an Executive position on the AMM Board, Kalyniuk is modest in her response. “I don’t really think about it that way,” she says. “I was the first woman elected to council in Rosburn, and the first female Mayor as well, so it isn’t something that I think about a lot.” While many

people would call her accomplishments groundbreaking, Kalyniuk simply sees them as a desire to keep learning. “I’m always learning something, and when I’m learning I’m not bored,” she has said. Plus, “I’ve always been involved in my community,” she says, and her long list of board and committee involvement is certainly a testament to that.

A strong supporter of community economic development, Kalyniuk was the recipient of an Economic Development Association of Canada Good News Award in 1994 and of a Rural Economic Leadership Award at 1996’s Rural Forum in Brandon. She can also be credited with putting Rosburn ‘on the map’ by spearheading a plan to market the community as a town enjoying clean air, fresh water, cheap real estate and the benefits of rural living in the Toronto Sun several years ago.

Kalyniuk, who with her husband Nick have five grown children, is excited about what her new position as Urban Vice President holds and looks forward to the challenges it will bring. Plus, she laughs, “I love to learn and I’m sure I will be learning plenty over the next year!”



The AMM’s new Executive: (L-R) Rural VP Doug Dobrowolski, President Ron Bell and Urban VP Shirley Kalyniuk.

Western Urban Director Councillor Maxine Chacun, Town of Virden

Not only was Maxine Chacun, councillor for the Town of Virden, encouraged by her council to run for the position of Western Urban Director – she had to make a deal. “I was trying to talk a fellow councillor into running again in the municipal election, and he said that he would – as long as I ran for the AMM!” she laughs. While she was surprised at the push for her to run, she was also inspired by her council’s confidence in her. “I’m beginning my 12th year on council and the timing just seemed right,” she says.

Chacun has plenty of interests to propel her forward at the AMM board table. “I’m concerned about our RCMP – the lack of officers. Our health care is always a concern. The condition of our roads and streets, water quality, and the overall quality of life for our citizens – those are my priorities.” When asked what she hopes to accomplish while on the AMM Board, Chacun is blunt. “I don’t think one person can accomplish anything – it has to be a team effort,” she explains. “I think the AMM has been successful in lobbying government, and I want to see that continue.”

Central Rural Director Councillor Ralph Groening, RM of Morris

Running for a seat on the AMM Board of Directors was not a snap decision for Ralph Groening, councillor for the RM of Morris. He

says, “I’ve been thinking about it for a couple of years because I wanted a new challenge. I’ve been a part of lobbying since the flood of ’97, and I’ve been on council for 11 years – it was time to move forward.”

Groening knows the position will mean a time commitment. “It requires communication,” he explains. “My wife Patti works full-time and while she’s very supportive and proud of what I’m doing, I do recognize it will be a sacrifice for her as well.”

There are several issues high on Groening’s priority list as a new Director. “I’m interested in water management – which of course translates into drainage. Infrastructure and the need for better roads is important to me, as we have a lot of provincial gravel roads in our area. And education tax of course continues to be a big issue.” Given that these issues are also at the top of the AMM’s agenda, Groening is sure to be busy as he gets used to his new role.

Central Urban Director Mayor Melvin Klassen, Town of Altona

For Mel Klassen, entering the race for Central Urban Director on the AMM Board was a last minute decision. “I was weighing some other options and, after discussion with my wife Margaret, decided that running for the AMM Board was the best fit for me.” That said, Klassen has always had a keen interest in the AMM’s activities. “It’s a lobby group and that interests me,” he explains.

Klassen is interested in the fiscal imbalance issue that “everyone’s talking about,” as well as eventually getting education tax off property. “That’s something we need to work at,” he says. “It’s

City of Winnipeg Director Councillor Russ Wyatt

Russ Wyatt is councillor for the Transcona Ward in the City of Winnipeg and member of the Executive Policy Committee. Not only does Russ bring the perspective of the capital city to the AMM board table, he also has an insider’s understanding of how the AMM works due to his previous work as the AMM Director of Policy & Communications. Winnipeg City Council appointed Russ to the position of City of Winnipeg Director on the AMM Board.



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encroaching so much on our taxing ability.” Recycling programs the province is working on are another area of interest for Klassen, who spent two terms as a councillor and is now into his second term as Mayor of Altona.

While these issues are indeed pressing, the key to Klassen’s decision to take on this new challenge was ultimately a belief in the AMM. “This organization has proven to be very beneficial to municipalities in Manitoba.”

The AMM’s next big event is coming up at the end of February – the Municipal Officials Seminar and Trade Show. While there, do take the time to introduce yourself to these new AMM Directors, the newly elected Vice-Presidents, and any other member of the AMM Board that you are not acquainted with. See you there! 📞



New to the AMM Board: (L-R) Ralph Groening, Maxine Chacun and Mel Klassen.

Farewell

While we are happy to welcome newcomers to the AMM Board of Directors, it is always sad to say farewell to those stepping down. We sincerely wish *Gary Wasykowski, Lorne Boguski, Rick Martel, Stan Ward* and *Jae Eadie* the best of luck in their future endeavors. Their contributions to the board were numerous and will not be forgotten.



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Enhancing public accountability in your municipality

Submitted by: Municipal Finance and Advisory Services Manitoba Intergovernmental Affairs

Serving on municipal council is a challenging, but rewarding experience. It takes dedication and commitment, and usually involves long hours. For some, this is your first experience as a municipal councillor. If you are new to council, you probably realize that you have much to learn about your new role and new responsibilities. If you are a returning council member, you probably know there is always more to learn.

As an elected member of council, you have a responsibility to make decisions and act in the best interest of your municipality and its citizens. In return, citizens expect their council to be accountable for their decisions and their actions.

Everyday, you will be called on to make decisions on behalf of your municipality – for example, about the services (and level of service) your municipality provides, expenditures your municipality makes and the taxes your municipality raises. Council must make these decisions bearing in mind that increased expectations of the public regarding the quality of public services and the need for greater political accountability on the effectiveness and efficiency of public spending requires improved performance, transparency and reporting.

Accountable decision-making in your municipality will be enhanced by:

Ensuring your municipality has a relevant and up-to-date procedures by-law – the procedures by-law is a requirement under *The Municipal Act* and sets out how your municipality will operate. The procedures by-law establishes:

- the rules of procedure for council's activities, enabling council and the public alike to understand how business will be conducted;
- procedures for council meetings, so business is conducted in an orderly manner;
- rules to ensure that the public (for example, citizens, stakeholder groups, and the media) can participate effectively at meetings;
- rules respecting conduct; and
- meeting notice requirements.

Involving your citizens – *The Municipal Act* provides minimum requirements for public participation in the decision-making process, for example, at the public hearing on the financial plan. Municipalities should take steps to ensure that public meetings and hearings are scheduled and advertised so they encourage the public to participate.

Councils should also explore other ways to involve citizens, and view these as opportunities to share information with and get feedback from the public. Some examples of how some municipalities share information include water bill and / or tax inserts, open houses, municipal newsletters, and media reports.

Making decisions in an open and transparent manner – Council and committee meetings are, as a rule, open to the public. Only in very specific circumstances may a meeting be closed to the public. All decisions of council and committees must be made in a meeting open to the public.

Making financial information understandable and readily available – Citizens want to be sure that spending by their municipality is both efficient and effective, and that the municipality continues to be financially sound. The financial plan (budget) process provides the opportunity for councils to share financial information with citizens and involve them in the decision-making process. Because the financial information is complex and may be difficult to understand, it is critical for councils to ensure that they develop public information packages and encourage citizens to attend the annual public hearing on the financial plan.

Enabling citizens to access information – Citizens want to know what is going on and what council is doing. Municipalities should take steps and work with citizens to ensure that information is accessible. While in specific instances municipal documents cannot be shared (for example, when they contain information of a personal nature), citizens' requests for information can usually be satisfied if the municipality is viewed as cooperative and understanding.

In this era of accountability, successful municipalities work with their citizens, make decisions in an open and transparent manner, and ensure citizens have a meaningful role in the decision making process. It is important, therefore, for councils to take steps to encourage and foster public participation whenever possible. ♻️



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We look forward to seeing you at the
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Anatomy of an Amalgamation

Submitted by the RM of Killarney-Turtle Mountain

Editor's Note: On January 1, 2007, the Town of Killarney and the RM of Turtle Mountain amalgamated into the Municipality of Killarney-Turtle Mountain. While not the first neighbouring municipalities to merge in the province, the practice is not widespread. The Municipal Leader approached the 'new' municipality and asked if they would share their experiences with our readers. The intent is to introduce you to their journey to amalgamation in this installment, check in midway through the year to see how they are making out, and wrap up the series at the beginning of 2008 by telling you what they learned throughout the process.

We hope you enjoy the first installment of "Anatomy of an Amalgamation."

When asked if we would consider submitting a series of articles to *The Municipal Leader* on the amalgamation process for Killarney – Turtle Mountain, the first thing that came to mind was when we would find time with the process of change still ongoing.

However, we believe that the story of this initiative taken by our councils to improve the services for the community needs to be told, as an alternative to the status quo.

In the beginning

The respective councils for the Town of Killarney and Rural Municipality of Turtle Mountain had, for a considerable time, sought ways of working together to achieve service delivery cost efficiencies, and to promote good and flexible governance. The strong relationship between the councils led

to the desire to openly explore fundamental restructuring opportunities.

Indeed, Killarney and Turtle Mountain were the first municipalities in Manitoba to conduct a feasibility study on amalgamation. The financial profiles of Killarney and Turtle Mountain were analyzed and financial modeling used to examine combined operations of the two municipalities. A series of focus groups were conducted to explore community members' perceptions on the relative merits of restructuring initiatives and key informants were asked to provide additional information and perspective.

Generally, residents believed that amalgamation could work to better equip Killarney and Turtle Mountain, as a combined entity, to ensure long-term viability, community development and growth in the

future. Increased operations efficiencies, economies of scale, economic development and a stronger voice were among potential advantages which residents perceived to be associated with amalgamation.

However, residents also recognize that in order to maximize the benefits of amalgamation, council would need to work to minimize the barriers. Ratepayers voiced concerns about amalgamation and identified several issues that councils needed to carefully examine. It was felt that a thorough exploration of all options might enable councils to present solutions that are beneficial and advantageous to residents of the entire area.

Some of the key issues addressed included: economic development, operational efficiencies, taxation and council representation.

Killarney Lake



A brief overview of our submission to the Municipal Board

The new municipality is named the Municipality of Killarney - Turtle Mountain and has a status of a Rural Municipality. The Council is to be composed of a Head of Council (Mayor) and six Councillors. The Head of Council is to be elected-at-large. Councillors will be elected by wards – three from the rural ward and three from the urban ward.

Effective January 1, 2007, the employees of the former Town of Killarney and the RM of Turtle Mountain became employees of the Municipality of Killarney - Turtle Mountain and shall have the rights and privileges of all applicable federal and provincial government employment laws.

Application of By-laws and Resolutions of the Town of Killarney and RM of Turtle Mountain

Effective January 1, 2007, the by-laws and resolutions of the Town of Killarney and the RM of Turtle Mountain are continued as by-laws of the Municipality of Killarney - Turtle Mountain, and in the case of a conflict between the by-laws and resolutions the RM of Turtle Mountain by-laws or resolutions shall apply.

Capital and Infrastructure Assets

The capital and infrastructure assets of the Town of Killarney and the RM of Turtle Mountain will become the property of the Municipality of Killarney - Turtle Mountain on January 1, 2007.

Municipal Debenture Debts and Utility Debts

Existing RM of Turtle Mountain and Town of Killarney municipal debenture debts, utility debenture debts and borrowing authority shall remain with original properties that incurred the debt.

Financial Plan

The Financial Plan will be structured to have an At Large, Rural and Urban Mill Rate. All ratepayers will be responsible for the At Large mill rate and either the Rural or Urban mill rate depending on the location of their property. This will help ensure that the ratepayers are only paying for services their area receives.

Proposed Service Areas

To accommodate the proposed structuring of the Financial Plan we propose to have two service areas that correspond with the ward boundaries.

– Jim Dowsett, CAO, RM of Killarney-Turtle Mountain

Residents and councillors alike identified planning for the future of Killarney and Turtle Mountain as a major priority by. Citizens recognized the need to maintain current businesses, while working to generate and attract more growth. Youth in particular requested attention to job creation and employment opportunities that would allow them to remain in the area.

There was a general feeling that municipal amalgamation might offer assistance in securing future development. New business may be more willing to locate themselves in an area that has already resolved potential planning conflicts and has created a long range development plan.

Focus groups and key informants also felt that an amalgamated area could have a stronger voice. A single entity with a larger geographic area and greater population may have an increased influence in discussions with business, government and other communities.

Because Killarney and Turtle Mountain currently worked together on a number of joint servicing agreements, many potential operational efficiencies have already been identified. However, further efficiencies will be achieved by the economies of scale brought about by an amalgamation. Further

“After living together for almost 40 years, it was time to make it official!”



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The first meeting of the Municipality of Killarney-Turtle Mountain. Back row (L-R): Councillors Randy Hodge, Gerry Blixhavn, Dwight King, and Peter Heide. Front row: Councillor Gwen Tripp, Mayor Brian Moore, CAO Jim Dowsett, Councillor Lorne Whitelock

sharing and coordinating of equipment, and tools could result in some saving, dependent upon the policy decisions of council in this area.

Establishing equitable representation from rural and urban areas and the process for electing councillors and the head of the council were also identified as key issues. Residents raised concerns about ensuring that with a single council, neither the urban nor the rural area had more influence in decision-making. People recognized that although rural and urban concerns were often similar and goals were shared, potential existed for differing views to be held.

Based on the views put forward at the focus groups, the most feasible scenario may be the development of a rural and an urban ward, each with the same number of council members elected by residents of that particular ward. In this scenario, the head of council could be elected 'at large' and determined by the residents of both wards. The Municipal Act has considerable flexibility in this area to accommodate such strategies.

About Killarney...

Sitting on the shores of a beautiful Killarney Lake, the Town of Killarney is a thriving community with a population of just over 2500 people. Killarney is located at the junction of Highway 3 and 18 in the Westman Region of the province, one hour from Brandon, the region's largest city, and 300 km from the provincial capital, Winnipeg.

History of cooperation

The Town of Killarney and the RM of Turtle Mountain have always had a history of cooperation. In 1970, the decision was made to combine the two municipal offices and share the administrative staff. The cooperation of both councils is still evident in their attitude of what's good for the community is good for each municipality. As **Dale Banman** of the Killarney-Turtle Mountain Chamber of Commerce points out, "After living together for almost 40 years, it was time to make it official!"

Examples of the shared service are outlined below.

1. The Town of Killarney and the RM of Turtle Mountain public works staff work out of a recently renovated public works building sharing the costs of utilities and shop supplies. The Killarney Arena was owned by the Town of Killarney. The RM of Turtle Mountain assists in the operational costs. The future plans for a new recreation facility will be cost shared equally.

About Turtle Mountain...

Just 20 km from the US border, 100 km from Brandon, and 240 km from Winnipeg, the RM of Turtle Mountain has a population of 1,179 residents. The RM of Riverside borders Turtle Mountain to the north. The Town of Killarney serves as the major business and service centre for both municipalities. Turtle Mountain was named because of its proximity to the beautiful Turtle Mountain Provincial Park to the west.

In addition to the new Council, we would like to mention the following members of prior Councils whose efforts and vision of the future for our community helped to get us where we are today: **Jody Archibald, Daryl Bacon, Ed Braun, Philip Down, George Friesen, Jack Garabed, Wayne Gutscher, Nancy Janzen, Alvin Jones, Wayne Nichol, Rick Pauls, Ron Opperman, Sandra Warnez, and Mark Witherspoon.**

2. The Killarney Landfill Site operational costs are shared on an equal bases and the upgrade to the facility should provide a disposal site for the next 20 years.
3. The Joint Projects Committee of both Councils met monthly to deal with issues regarding the Killarney Area Planning District, Killarney Cemetery, Recycling Depot, Fire Department, Killarney And District Community Development Corporation and joint staffing.

'Status quo' not good enough

Municipalities are feeling the pressures of declining populations and assessment increases not keeping up with the expectation of services from ratepayers, although our municipalities have not followed the current trend for Western Manitoba. In fact, the population in the Town of Killarney actually *increased* in the 2001 census, and the RM of Turtle Mountain assessment increases have been above the provincial average. However, councils here have never felt that the status quo is good enough for our community, and if we are not looking for ways to improve how we deliver services, we are falling behind.

Councils felt that the amalgamation of the two corporations is a nature progression for the future of the two municipalities, and although we are not the first to amalgamate we are sure we will not be the last. As we proceed we are still finding items and issues that we did not contemplate. The amalgamation is a work in progress; the smooth transition from two corporations to one will be achieved with the hard work of Council and staff.

We look forward to sharing our on-going experiences with the amalgamation in future issues of *The Leader*. Wish us luck! 🍀



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February, 2007

26-27 Municipal Officials Seminar & Trade Show
 – Brandon

28 AMM Education Session #1 – Human Resources
 for Elected Officials – Brandon

March, 2007

5-20 AMM Mayors, Reeves & CAOs Meetings

April, 2007

12 AMM Education Session #2 – George Cuff
 – Winnipeg

19 AMM Education Session #3 – George Cuff
 – Brandon

26-27 Rural Forum - Brandon

June, 2007

7-15 AMM June District Meetings

October, 2007

5 AMM Education Session #4 – Governance Success
 with Gord McIntosh – Portage la Prairie

November, 2007

26-29 AMM Annual Convention – Brandon

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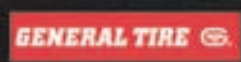
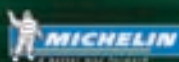
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- Warren Buffett

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Our first Education Workshop of 2007 is coming up right after MOS. Plan to attend!

Human Resources for Elected Officials • Keystone Centre, Brandon

Wednesday, February 28, 2007 – 9:00 a.m. to 3:30 p.m.

(Registration Fee: \$100.00 plus GST)

A select group of facilitators will review the details of human resources that elected officials are involved in, including the job description of your municipality's CAO, CAO performance appraisals, municipal employee benefits, and what councils need to know about media relations.

Topics & Presenters

Topic: CAO Job Description

Presenters: Gail Anderson & Linda Baleja, Municipal Services Officers, Manitoba Intergovernmental Affairs

The ability to attract and retain employees is rapidly becoming a critical issue for all organizations. Many municipalities are facing, or soon will be facing the prospect of replacing their retiring Chief Administrative Officer (CAO) or other key employees.

Intergovernmental Affairs has developed *A Guide to Hiring Your Chief Administrative Officer* for municipalities as a resource to assist in the planning and implementation of an effective recruitment and retention strategy. Gail and Linda will provide an overview of the Guide and discuss the many strategies that can be used to improve the recruitment and retention of CAOs as well as other employees.

Topic: The Performance Appraisal of your Municipality's CAO

Presenter: Sheila Bayda, Senior Consultant with People First HR Services.

Sheila Bayda is a Human Resource professional with more than 12 years of consulting

experience in the private and public sectors.

A member of the Human Resource Management Association of Winnipeg, Sheila has helped businesses manage organizational reviews, strategic planning efforts, performance management solutions and executive recruitment activities.

Sheila will explain the importance of CAO performance management, in terms of the approach, the process, and "dealing with the good, the bad and the ugly around performance management and appraisals."

Topic: The Municipal Employees Benefits Program

Presenter: Rose Neufeld, Executive Director of the Municipal Employees Benefits Program (MEBP)

Rose Neufeld is the Executive Director of the Municipal Employees Benefits Program, which provides pension, disability income and group life insurance protection to municipal employees. Rose is certified in employee benefits and has completed her Pension Plan Administration Certificate course through Humber College. Topics in this session will include the role of the municipal employer as well as a description of the benefits offered by MEBP.

Topic: Media Relations 101 with the MediaBank

Presenter: Shirley Muir, President of The MediaBank

Shirley Muir knows how stories are told, heard and interpreted, because she's done it. Her career includes 15 years in the media in both print and television. She went on to become Public Affairs Manager for the City of Winnipeg where media relations and crisis management was a daily task. Today as a communications consultant, she uses her experience to help her clients tell their stories with clarity and to move public opinion.

By engaging and responding to the media, you can make a dramatic difference in the way taxpayers and voters think of you, your leadership and key community projects that you are championing.



Choose which registration method is best for you.

1. Visit the AMM website at www.amm.mb.ca to register online.
2. Email Donna Belbin at dbelbin@amm.mb.ca

All forms of registration will receive a confirmation.

Never say "No Comment"



Shirley Muir, President of The MediaBank, will present

"Media Relations 101" at the AMM Education Session on February 28. This session is filled with practice tips and advice to help you keep a cool head and dry palms under the hot lights.

According to Shirley, "whether you're a municipality that just dumped raw sewage in the river, a school principal with a bomb threat, or a business with a box of files that just went missing, the tips and tools you'll need to understand the ensuing media coverage are the same."

One of Shirley's tips is to never say "no comment." "It leaves the impression you're hiding something," says Muir. "When you think you have to say "no comment," it's usually because there are legal or privacy issues that prevent you from speaking. Saying, "I'm afraid because of privacy concerns we're unable to discuss this in any more detail" is a perfectly good answer. It's more than "no comment." It actually answers the question."

Questions

Contact Donna Belbin,
Events Coordinator
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Email: dbelbin@amm.mb.ca

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MGRA update

Terra Van Deynze, Executive Director of Manitoba Good Roads Association, has returned from maternity leave. Please feel free to contact her.

Once again this summer, the MGRA judging teams traveled around the province judging roads and home grounds for the 2006 Annual competition. Awards will be presented at the Annual Awards Banquet on February 25, 2007 at the Royal Oak Inn in Brandon. If you wish to attend this fun filled evening, please contact Terra. Hope to see you there!

The AGM will also take place on February 25 at the Royal Oak Inn at 3:00 pm. Enter a draw for a free year membership to the MGRA! This is your oppor-

tunity to express your municipality's opinions and concerns. Due to the recent council elections, the MGRA Board has five available positions that will need to be filled during the elections at the AGM. MGRA hopes all council members will attend and make their vote count!

Seminars on Gravel Road Maintenance and Design offered in Russell and Brandon during November were once again a success. Another gravel road maintenance and design seminar will be held March 1 & 2 in Winnipeg. Please contact **Louise Cure** at 204-632-3017 to register. A seminar on Bridge Replacement will be held in conjunction with the AMM convention on February 26 at

the Keystone Center. Contact MGRA to register for this seminar or if you have suggestions for future courses.

The MGRA will once again have a booth at the MTCML Trade Show on February 26. Stop by and look at some pictures of the winning home grounds and learn more about the Association.

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2007 Community Energy Planning Mission July 21 – 29, 2007

Since 1995, FCM has organized missions to Europe for Canadian municipal officials to give them a first-hand look at some of the world's best sustainable energy projects.

In 2007, FCM will again lead a delegation to visit state-of-the-art green energy installations and learn about sustainable community planning and leading practices. But this time...

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Destination: Alberta!

FCM invites elected and non-elected municipal officials from across Canada to submit an expression of interest before April 15, 2007.

FCM Centre for Sustainable Community Development
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Energy and water efficiency opportunities identified

A closer look at the Manitoba Municipal Efficiency Project

Submitted by Manitoba Hydro

Improving a building's water and energy efficiency has many benefits. Building operating and maintenance costs are reduced; employees and visitors enjoy improved physical comfort; and negative impacts on the environment decrease.

While many energy and water efficient technologies are now available, how does a municipality determine where to begin upgrades, especially smaller municipalities with limited resources?

The Manitoba Municipal Efficiency Project (MMEP) was developed to help municipalities identify energy and water efficiency opportunities and provide them with the support to make improvements.

The first phase of the MMEP involved audits of 159 buildings across 14 Manitoba municipalities. Final audit reports detailing recommended improvements to arenas, curling rinks, and fire halls, among other municipal-owned or operated buildings, have now been completed.

Recommendations for improvements cover a range of upgrades to lighting, windows, doors, walls, roofs, and heating, ventilating and air-conditioning (HVAC) systems.

According to **Bob Brennan**, President and CEO of Manitoba Hydro, the results obtained through the MMEP audits can make a positive impact in all Manitoban municipalities. "The municipalities that participated in the project now have the information to begin making their buildings more efficient and Power Smart," says Brennan. "But every municipality can benefit from the common energy savings measures and efficiency improvements identified during the audits and in the final AMM/MMEP comparison report. This information provides municipalities with a starting point for an action plan."

The potential for savings in municipalities is high, if efficiency improvements are implemented. The MMEP set goals for performance improvements to decrease average energy use by 35% and decrease water consumption by 30%.

Thirty-five common energy saving measures, with an average payback of 10 years or less, were identified across the 14 municipalities. Some of the measures offer immediate energy savings, such as the recommendation for arenas to take ice shavings outside for melting, rather than melting them indoors; and reducing temperatures to 10° C at all times in unoccupied facilities, such as water treatment plants.

Other recommendations encouraged replacing older equipment with high-efficiency versions, such as high efficiency condensing boilers and furnaces; replacing exit signs with LED exit signs; replacing T12 lighting with T8s; and installing parking lot controllers to reduce plug-in expenses.



In addition to achieving energy and water savings, municipalities that act now can take advantage of commercial incentives offered by Manitoba Hydro.

"In most cases, municipally-owned or operated buildings qualify for Power Smart for Business commercial buildings programs. Pre-approval is required, so it's important for municipalities to contact Manitoba Hydro for information before they get started," says Brennan.

Power Smart for Business programs offer technical support, advice and incentives for many of the efficiency upgrades identified in the audit reports.

The Commercial Building Envelope Program provides incentives for upgrades to insulation levels in existing buildings, and installation of energy-efficient windows for buildings heated with electricity or natural gas supplied by Manitoba Hydro.

An incentive for upgrades to a high-efficiency furnace, boiler or water-cooled chiller is offered through the Commercial HVAC Program. To be eligible, customers must receive their natural gas from Manitoba Hydro or be in Manitoba Hydro natural gas service area.

Guidance and financial assistance are offered for upgrades and installation of energy-efficient lighting through the Commercial Lighting Program (CLP).

Municipalities can also 'plug into savings' by taking advantage of incentives offered through the Commercial Parking Lot Controller program.

"There are a number of things municipalities can do to improve efficiency and start saving. Manitoba Hydro is here to help them get started," adds Brennan.

The Manitoba Municipal Efficiency Project (MMEP) was developed by the AMM in partnership with Manitoba Hydro, Manitoba Conservation and Culture, Heritage and Tourism, Manitoba Intergovernmental Affairs, and Agriculture and Agri-Food Canada - Prairie Farm Rehabilitation Administration. The goal of the project was to provide energy and water audits,

Water and energy efficiency tips

This checklist provides quick reference to the most common upgrades recommended for energy savings in these types of buildings, according to the MMEP:

Arenas

- Improvements to zamboni water heating systems
- Dump rink ice shavings outside (as opposed to melting it indoors)
- Ventilate the rink area to reduce the load on the ice plant
- Replace ice plant motors with high efficiency motors

Curling Rinks

- Improve the efficiency of the heating systems
- Upgrade insulation in walls and roofs, and weather-strip windows and doors to reduce heat loss from the building envelope
- Install programmable thermostats to control the indoor temperature

Community Halls

- Upgrade insulation in walls and roofs, and weather-strip windows and doors
- Replace thermostats with programmable thermostats

Fire Halls

- Weather-strip and caulk the vehicle and pedestrian doors
- Replace leaky backdraft dampers with motorized dampers to reduce infiltration

Municipal Offices/ Administration Buildings

- Installation of high efficiency lighting, parking lot controllers, HRVs, water efficient sink faucets, and high efficiency air conditioning systems to maximize savings and comfort.

Municipal Shops/Garages

- Replace furnaces with unit heaters or radiant heaters and position in such a way that the majority of the heat is aimed at snowplows to melt the ice without heating the rest of the building
- Weather-strip the vehicle doors and reduce air infiltration.

recommendations for improving system efficiencies in municipal water distribution and wastewater collection, and energy and water efficiencies in municipal owned or operated buildings.

Participating municipalities include: the Municipality of Birtle, Town of Carberry, Town of Carman, RM of Grahamdale, Town of Niverville, Municipality of Manitou, Village of Cartwright and RM of Roblin, Town of Roblin, RM of Stanley, RM of St Andrews, Town of Swan River, RM of Whitemouth, City of Flin Flon, and the Town of The Pas.

Audits were performed by KGS Group, and reports were produced with assistance from the Green Municipal Enabling fund

(financed by the Government of Canada), the Federation of Canadian Municipalities, and the Manitoba Conservation Sustainable Development Innovations Fund (SDIF). The MMEP audits reports for all municipalities and a copy of the comparison report are posted on AMM website at www.amm.mb.ca/res_MMEP.html.

Call Manitoba Hydro for more information about Power Smart commercial programs at: 1-888- MB HYDRO (1-888-624-9376) or email your questions to power-smartforbusiness@hydro.mb.ca.

Information is also posted on the Manitoba Hydro website at: www.hydro.mb.ca/psfb. ☺

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Throne Speech from the 5th Session of the 38th Legislature

By Tyler MacAfee, AMM Director of Policy and Communications

November 15 marked the start of the fifth session of the current legislature as Lieutenant-Governor **John Harvard** delivered the Speech from the Throne. This year's throne speech was promising for municipalities as a number of long-standing issues drew attention. Highlights included:

- **Infrastructure** - What is being touted as the "largest investment in infrastructure ever made in Manitoba," the speech made a \$4 billion commitment over the next 10 years for Manitoba highways.
- **Inter-facility Patient Transfers** - The speech commits to removing fees for inter-facility ambulance trips, a resolution the AMM has been working on since 1999.
- **Review of RHA system** - There is a commitment to commission an external management review of the RHA initiative, an AMM resolution since 2004.
- **Neighbourhoods Alive! Program** - This program will be expanded beyond just Winnipeg, Brandon and Thompson to include other communities across Manitoba. The AMM has been actively lobbying to have this program expanded since 2003 and has made it clear that this needs to be new funding, so those current communities do not see a loss.
- **Libraries** - There is a funding commitment for libraries, an active resolution since 1999.
- **Food Costs in Northern Manitoba** - The Province will test a new form of truck transport (Rocky Mountain

Doubles), similar to the AMM resolution passed at the 2004 Convention. There is also a commitment to increase the Northern Food Allowance to help families in remote communities pay for higher costs of healthy food, something the AMM has been lobbying for since 2002.

Other Highlights from the speech included:

- A commitment to add resources to help police maintain a greater presence in Manitoba communities;
- Five additional *Lighthouses* will be added, which provide safe and fun places for youth to go in the evenings;
- Expansion of the *Turnabout* program that provides both help and firm consequences for children under the age of 12 who aren't subject to federal youth laws;
- Enhanced training of health care professionals;
- Continued commitment to developing wind power, which presents economic development opportunities for rural communities;
- Maintaining the commitment of \$7 million for recreation options in rural and northern Manitoba;
- Continued commitment of funds to clean up contaminated areas, including orphaned petroleum sites and abandoned mines;
- \$50 million for Winnipeg regional roads and bicycle routes; and
- \$12.6 million to cost-share transit on a

50-50 basis with municipalities and also \$5.4 million for handi-transit vehicles throughout Manitoba from the federal Bill C-48 funding.

While there was certainly a lot of good news in the Throne Speech, it did fail to provide any clarification on the responsibilities of implementing the requirements of the *Water Protection Act*. While stricter standards were mentioned, the speech failed to make a firm commitment to assist with the funding of the proposed requirements. Municipal budgets are stretched too thin already and municipalities cannot be left to fund this alone. We will be continuing to deliver this message to government and look forward to a commitment in the 2007 Budget.

On the legislative front, perhaps the most interesting bills introduced in this sitting were two private member bills. The *Phosphorus-Free Dishwashing Detergent Act* calls for a prohibition on the sale of dishwashing detergent containing phosphorus for household use and commercial and industrial use. The second is the *Milk Prices Review Amendment Act* that would require the fixed price for at least one type of fluid milk that is to be charged by retailers throughout the province. We will be following both of these bills to see if they make it to second reading.

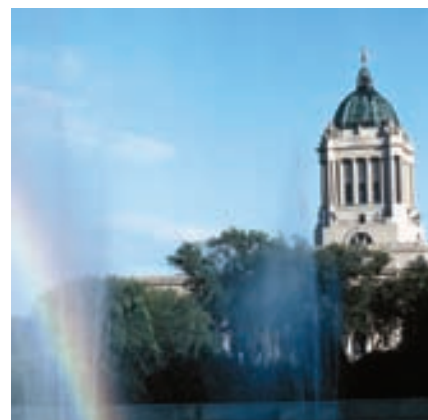
The AMM will be closely monitoring the progress of the commitments made in the Throne Speech and will be updating the membership as changes occur. ☺



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Dale Lyle, MMAA
President

Big wheel keep on turning

I thought that this last AMM Convention was a particularly good one. AMM conventions are always good, but there is something special about the ones that follow directly behind an election. There is brand new energy emanating from newly elected members of council and a renewed energy from those who have been re-elected. Elected officials and staff alike seem to be even more interested than usual in learning, sharing and getting on with the business of good governance.

I can't help comparing municipal government to a big wheel. Right after the election, it is like the big wheel just came out of the shop. Lubricated, tuned up and nicely

balanced by a new electoral mandate, the big wheel is already turning.

Elected officials are like the wheel hub. From the hub comes direction. It is the policy that that elected officials set that determines what direction and how quickly the wheel will turn. A nicely balanced and aligned hub works smoothly and effortlessly. It is a small component in size, but of course without it, the wheel isn't going anywhere.

Staff members are like the spokes. It is their function to reach out from the hub. It is their job to insure policy is transformed into action. Action that is a direct reflection of the policy set by the 'hub,' the council

of elected officials. The spokes must be straight, tight and balanced as well.

I like to think of the many opportunities for professional development, offered by the MMAA, the AMM, Intergovernmental Affairs and a number of interested educational institutions like the University of Manitoba, as the opportunity for municipal government (the wheel) to be serviced, adjusted or tweaked. As always, the MMAA and the AMM are committed to aggressive professional development programs. Each year, there is an excellent selection of seminars, meetings and conferences covering a number of subjects that will benefit staff as well as elected officials.

So does the 'big wheel keep on turning?' Absolutely! But it turns so much better when all the components are well maintained and working efficiently together. We at the Manitoba Municipal Administrators Association look forward to the opportunity of working closely with our newly elected councils over the next four years.

Together we will make a difference when the 'rubber hits the road.' ♣



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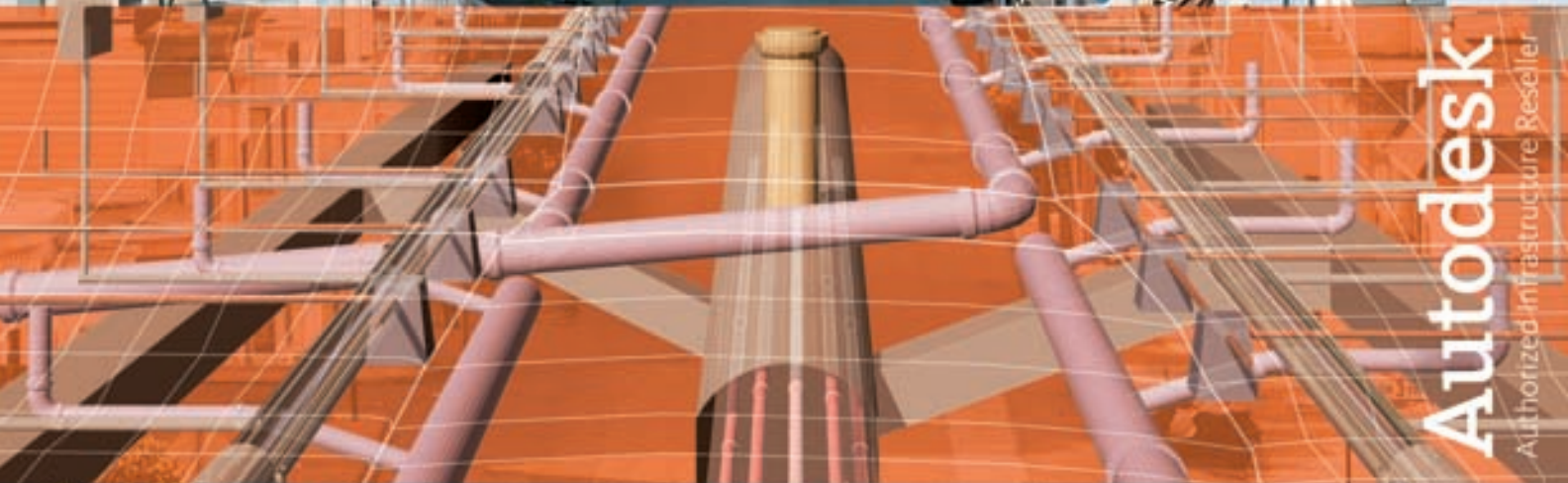
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2007 M.O.S. & MTCML Trade Show

PRELIMINARY AGENDA

- Times and Speakers Subject to Change • Updates available at www.amm.mb.ca

Monday – February 26, 2007

Registration 8:00 a.m. to 3:00 p.m. - Upper Level Concourse

- 9:00 am** **Opening Remarks**
- 9:15 am** **Policy Plenary** – Green Manitoba
- 10:00 am** **Refreshment Break**
Sponsored by Central Plains Inc., Fillmore Riley LLP, James Dube Spraggs Adjustors, Manitoba Aboriginal & Northern Affairs, Thompson Dorfman Sweatman, UMA Engineering Ltd.
- 10:15 am** **Policy Plenary** – Public Private Partnerships
- 11:00 am** **Policy Workshops**
- Office of Rural and Northern Health
- Where do we spend our recreation dollars? Manitoba Culture, Heritage & Tourism
- CED Tax Credit Program
- Alternative Land Use Services (ALUS) Model
- 11:00 am** **MTCML Trade Show opens**
- 12:00 pm** **Delegate Luncheon**
Sponsored by Agricore United and Manitoba Public Insurance
- 1:00 pm** **Policy Workshops**
- Office of Rural and Northern Health
- Where do we spend our recreation dollars? Manitoba Culture, Heritage & Tourism
- Economic Developers Association of Manitoba (EDAM)
- Manitoba Food Charter
- 1:50 pm** **Refreshment Break**
Sponsored by Central Plains Inc., Fillmore Riley LLP, James Dube Spraggs Adjustors, Manitoba Aboriginal & Northern Affairs, Thompson Dorfman Sweatman, UMA Engineering Ltd.
- 2:05 pm** **Minister of Intergovernmental Affairs**
Tentative Honourable Steve Ashton (Tentative)
- 2:35 pm** **Policy Plenary** – Growing Opportunities
Dori Gingera-Beauchemin, Assistant Deputy Minister, Manitoba Agriculture, Food and Rural Initiatives (MAFRI)
- 3:55 pm** **Adjournment**
- 4:00 pm** **Wine & Cheese Reception**
Sponsored by MTS and AMM
- 7:00 pm** **MTCML Trade Show & Reception ends**

2007 M.O.S. & MTCML Trade Show

PRELIMINARY AGENDA

• Times and Speakers Subject to Change • Updates available at www.amm.mb.ca

Tuesday – February 27, 2007

Registration 8:00 am to 3:00 pm - Upper Level Concourse

- 9:15 am Professional Development Plenary**
Teamwork, Jim Clemmer, The Clemmer Group
- 10:15 am 3rd Annual Municipal Innovation Award**
Presented by Mayor Ron Bell, President of the AMM
- 10:30 am Door Prize Draw**
Sponsored by Winnipeg Building & Decorating Ltd.
- 10:30 am Refreshment Break**
Sponsored by Central Plains Inc., Fillmore Riley LLP, James Dube Spraggs Adjustors, Manitoba Aboriginal & Northern Affairs, Thompson Dorfman Sweatman, UMA Engineering Ltd.
- 10:45 am Professional Development Workshops**
- Recently Announced Changes to the Workplace Safety and Health Regulations and The Employment Standards Code
- Teamwork Workshop
- Avoid the Second Disaster
- Professional Development – *To Be Confirmed*
- 11:50 am Delegate Luncheon**
Sponsored by HED Insurance & Risk Services
- 1:00 pm Professional Development Workshops**
- Recently Announced Changes to the Workplace Safety and Health Regulations and The Employment Standards Code (Repeat)
- Professional Development – *To Be Confirmed*
- Municipal Liability
- Conflict Resolution Coaching
- 2:00 pm Refreshment Break**
Sponsored by Central Plains Inc., Fillmore Riley LLP, James Dube Spraggs Adjustors, Manitoba Aboriginal & Northern Affairs, Thompson Dorfman Sweatman, UMA Engineering Ltd.
- 2:15 pm Door Prize Draw**
Sponsored by Westoba Credit Union
- 2:15 pm Professional Development Plenary**
Polarities: Managing Unresolvable Issues, Mediation Services
- 3:00 pm Closing Remarks**



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TIME CHANGES

- 1) **Trade show times**
11 am – 7pm
(2006 was 12pm-9pm)
- 2) **Wine & Cheese**
4 pm – 7pm
(2006 was 7pm-9pm)

WINE & CHEESE FORMAT

- 1) **Draw Prizes**
The AMM President and his 'entourage' will make draws at EACH individual booth, traveling around both rooms.
- 2) **Wine & Cheese**
Location will be changed in Manitoba Room to encourage increased exposure for Displayers.

MEALS

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Barkman Concrete	32
Bobcat of Central MB / Viking Cives	A7
Bobcat of Central MB / Viking Cives	A8

Company	Booth
Bush Hog LLC	12
Canada-Manitoba Infrastructure	64
Cansel Survey Equipment	1
CanVidCam Video Surveillance	36
Capital I Industries Inc.	B1
Capital I Industries Inc.	B2
Central Plains Inc.	2
Century Environmental Services	21
Cochrane Eng.	28
Corix Water Products	15

Company	Booth
Crestline Coach Ltd.	49
Cubex Ltd.	14
Datalink	68
Degelman Industries Ltd	A1
Degelman Industries Ltd	A2
Degelman Industries Ltd	A3
Degelman Industries Ltd	A4
DJ Media	66
Dust Free Road Maintenance	70
Earth Tech (Canada Inc)	61
Eco Solutions	D5
EMCO / Sandale	31
Federation of Canadian Municipalities	25
Fenderco - Free Form Products	16
Fleet Vehicles Agency	45
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Grunthal Emergency Vehicles	D9
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Guardian Traffic Services	75
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Handy Hitch Mfg Inc	D1
Handy Hitch Mfg Inc	D2
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Mazergroup Construction Equipment	C8
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MGRA	57

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2	Central Plains Inc.	37	Office of the Fire commissioner	72	Assiniboine Injections Ltd.
3	Acklands Grainger	38	Shippam	73	Vadim Software
4	I-Netlink Wireless	39	Airmaster	74	Guardian Traffic Services
5	H2O Innovation	40	MB Hydro	75	Guardian Traffic Services
8	Joe Johnson Equipment Ltd.	41	Palm Lite Systems	76	International Paper Industries
9	Fort Garry Fire Trucks	42	Mediation Services	77	MuniWare
10	Fort Garry Fire Trucks	43	InfoMetrics (2004) Ltd.	78	Wolseley Waterworks
11	Fort Garry Fire Trucks	44	North West Digital	79	Uretek Canada Inc.
12	Bush Hog LLC	45	Fleet Vehicles Agency	80	Inter-Utility Public Awareness
13	Southwest Regional Development Corporation	46	Alfa Products Inc.	81	Western Road Management
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18	Imperial Radio Service Ltd.	51	Manitoba Health	86	Westman Steel
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22	Milligan Bio-Tech Inc.	55	Goodyear	A1	Degelman Industries Ltd
23	Milligan Bio-Tech Inc.	56	Pumps & Pressure Inc.	A2	Degelman Industries Ltd
24	Prairie Fuel Advisors	57	MGRA	A3	Degelman Industries Ltd
25	Federation of Canadian Municipalities	58	Wearing Williams Ltd.	A4	Degelman Industries Ltd
26	Osorno Enterprises Inc	59	Fort Distributors	A5	Hitrac 1974
27	Transport Canada	60	HED Insurance & Risk Services	A6	Hitrac 1974
28	Cochrane Eng.	61	Earth Tech (Canada Inc)	A7	Bobcat of Central MB / Viking Cives
29	WCWWA - Cochrane Eng.	64	Canada-Manitoba Infrastructure	A8	Bobcat of Central MB / Viking Cives
30	Airmaster	65	McAsphalt Industries Limited	B1	Capital I Industries Inc.
31	EMCO / Sandale	66	DJ Media	B2	Capital I Industries Inc.
32	Barkman Concrete	67	Recreation & Regional Services	B3	Westcon
33	Trusted Connexions		Culture, Heritage & Tourism,	B4	Westcon
34	Armtec		Province of Manitoba	B5	Westcon
35	Scatliff & Miller & Murray	68	Datalink	B6	Westcon
		69	Hotsy Central	B7	Westcon
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				C6	Mazergroup Construction Equipment
				C7	Mazergroup Construction Equipment
				C8	Mazergroup Construction Equipment
				D1	Handy Hitch Mfg Inc
				D2	Handy Hitch Mfg Inc
				D3	Westcon
				D4	Freightliner Manitoba
				D5	Eco Solutions
				D6	Freightliner Manitoba
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				D8	Schulte Ind
				D9	Grunthal Emergency Vehicles



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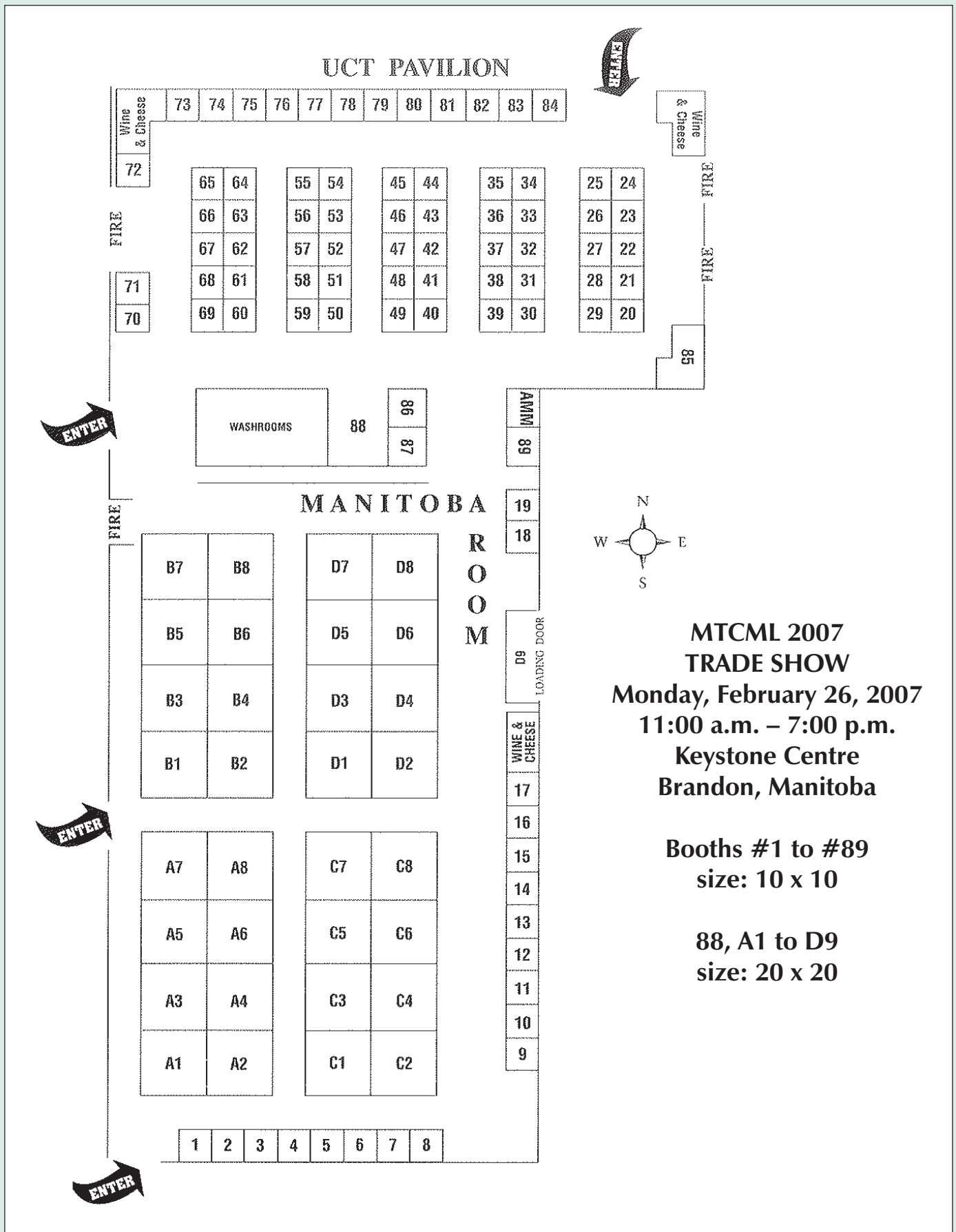
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Brandon, Manitoba

Booths #1 to #89
size: 10 x 10

88, A1 to D9
size: 20 x 20



Playground safety: inspection is the key

By Ken Fingler, Director, Risk Manager, HED Insurance & Risk Services

While it may still be winter, spring will soon be on the way and the warm spring weather will trigger an influx of children to your playgrounds. Extra care needs to be taken in the spring to carefully inspect and repair all playground equipment, including sports fields and skateboard parks, that may have been damaged over the winter.

You may never be able to prevent all accidents, however, the important thing is to keep your playgrounds and equipment in good condition and as safe as possible. Remembering to always document all inspection and repair work.

With today's litigious society, whenever there is any accident on a playground chances are very high that the parents will be looking for someone to blame. That someone would most likely be the municipality that owns and operates the playground.

For municipalities, the question is – *Will you be found negligent if a child is injured in your playground?*

The *Occupiers' Liability Act* imposes a duty on all occupiers to take reasonable care to ensure that persons entering or using the premises are safe. The courts have gradually raised the 'Standard of Care' required, especially where the safety of children is involved.

Many municipalities have taken a very proactive approach to playground safety; however, some are still reluctant to start an inspection program.

This may be due in part to:

1. A feeling of complacency – the 'it won't happen in our town' sentiment **or**
2. A fear that your staff may not be qualified to inspect playgrounds and they will not be able to spot the hazards.

To clarify these two areas:

1. Accidents **do** happen in small towns and RMs just like they do in large cities. While we have been fortunate in Manitoba to have experienced few serious injuries on playgrounds, even fairly minor injuries to

children can be very costly to the municipality if they are found to be negligent. You are, of course, insured if you are held liable for an injury. But rest assured, it is no fun being told you are responsible for a child's injury!

For example: A three-year old child suffered a crushed big toe resulting from a bolt left sticking out of the bottom of a teeter-totter. While the injury was not major and the child fully recovered, the municipality was deemed to be at fault for not inspecting or properly repairing the equipment and a settlement was reached.

As this was a minor child, the settlement had to be approved by the Public Trustee of Manitoba. (Settlement: \$7,800 including Manitoba Health benefits, solicitors fees and general damages)

This was only a minor injury claim in a rural area and yet it resulted in a fairly large settlement.

Large claims can happen in rural areas - Imagine the cost for a serious injury!

2. The Canadian Standards Association (CSA) has developed a standard entitled *CAN/CSA-Z614-03, Children's Play Spaces and Equipment* that was set out as a guide to the safe installation and repair of playground equipment.

This standard applies to new structures and to sections of structures that are being repaired or retrofitted. The intention of the standard is to promote the safe installation of new structures and the inspection and repair of older structures to remove hazards and reduce injuries. Again, please keep in mind that while your insurance protects you even if a claim is for an injury on a 'non-compliant' structure, it is in everyone's best interest to prevent accidents. You don't want to pay for avoidable claims!

Statistics Canada reports that 65% of playground injuries result from children falling off playground equipment. These injuries are often quite serious because the surface material under the play structure was too hard or packed down to cushion the falls.



(Several municipalities still have hard packed grass or sand under their playgrounds.)

They also report that most deaths in playgrounds result from strangulation resulting from drawstrings or scarves caught in cracks in slides or heads caught in inadequately spaced openings in guardrails or stairs.

Focusing on these key areas could prevent most of these injuries and reduce the severity of injuries that do still occur.

- Replace hard packed surfacing with loose pack pea-gravel
- Check for catch point and head entanglement areas
- Check for obvious problems like loose guard rails, cracked or broken components etc.

Three elements are the key to preventing playground accidents and avoiding negligence (and therefore avoiding liability):

1. **Regular inspections** –
 - a) **Weekly** (if not daily) visual checks for obvious broken/loose equipment, hazardous debris, adequate surface material etc.,
 - b) **Monthly** inspection of all equipment and;
 - c) **Annual** comprehensive inspection of the entire play area.
2. **Reasonable maintenance** – Prompt repair of all items that could result in an accident or injury and removal of failing equipment from use until repaired.
3. **Documentation** – Keeping records of all inspections and repair work is vital to proving reasonable care and is the best defense against claims of negligence.

Inspector Training Course

While many municipalities cannot afford to send staff out of province for full inspector training courses, the Manitoba Association of School Trustees (MAST) has developed an affordable one-day course for school and municipal playground inspectors that covers all the vital hazards to look for in your playgrounds.

This course will be offered in several locations around Manitoba in April, May and June of 2007. Further information will be available on the MAST website at www.mast.mb.ca under 'Resources for schools.'

We encourage municipalities to send your parks maintenance staff to this concise and very informative course. ☞

Inspection forms and recommended procedures are available on the HED Insurance & Risk Management link on the AMM web site at www.amm.mb.ca or by contacting Ken Fingler at 1-800-665-8990 ext. 7279.




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Elected officials and *The Municipal Act*

By Dean Giles, Fillmore Riley LLP

With the election season over and a new term underway, now seems the appropriate time to review some of the statutory provisions governing

the conduct of municipal councillors. While limited space obviously makes comprehensive survey of the legislation impossible, it is hoped that at least some of the more basic

procedural rules and other requirements can be covered.

Under *The Municipal Act*, a council is responsible for developing and evaluating the policies and programs of the municipality; for ensuring that the powers, duties and functions of the municipality are properly carried out; and for discharging the powers, duties and functions expressly given to council by legislation. This is a lengthy way of saying that, in all matters of any significance, a municipality acts through its elected council. Such decisions typically are made at meetings of council. A quorum, meaning a majority of members comprising the council, is required at each meeting. The minimum number for a quorum of a council is three. A member of council has one vote each time a vote is held at a meeting at which he or she is present.

The Municipal Act expressly states that a council may act only by resolution or by-law. A resolution can be passed at a single meeting. Each proposed by-law, on the other hand, must be given three separate readings at meetings of council and be put to a vote each time. Depending on the nature of the proposed by-law, *The Municipal Act* or other legislation may require council to hold a public hearing. Such a hearing is to take place before the by-law is given third reading. In the case of a tie vote for and against a particular resolution or by-law, it is defeated.

A question sometimes arises as to which of the two methods – resolution or by-law – should be employed when council proposes to act in a certain fashion. The simple answer is that a resolution will suffice save for those instances where council is expressly required or authorized under a by-law or legislation to do something by by-law only. Under that scenario, the passing of a by-law is mandatory. In all other cases, council may act by way of resolution.

The *Act* also imposes on council certain obligations with respect to the retention and disposition of municipal records. The details



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are set out in the applicable regulation, which includes a schedule separating the records into categories and specifies the minimum retention period for each. It also identifies whether, upon expiry of the prescribed period, that particular type of record can be destroyed or must be sent to an archives. For example, minutes from meetings of council must be kept on hand for at least 10 years, following which they can be sent to archives, but not destroyed.

Familiarity and compliance with these requirements is particularly important given that, under *The Act*, a person can request and must be given access to the following records:

- Assessment rolls;
- Financial plans;
- Financial statements;
- Reports of the auditor appointed to audit the records and books of account of the municipality for a given year;
- Minutes of council and committee meetings;
- By-laws and resolutions of council and committees;
- A report of the Ombudsman received by council.

Council members also should be mindful of the legislative provisions governing con-

flicts of interest. In this regard, all councillors are subject to *The Municipal Council Conflict of Interest Act*. This legislation imposes specific obligations on a council member where, during a meeting, there arises a matter in which the councillor or any of his dependants have a direct or indirect pecuniary interest or a matter involving such an interest of any party to whom the councillor or any of his dependants has a direct or indirect pecuniary liability. Faced with this situation, the councillor is required to disclose the nature of the direct or indirect pecuniary interest or liability and must withdraw from the meeting without voting or participating in the discussion. He or she must also refrain at all times from attempting to influence the matter.

The Municipal Council Conflict of Interest Act defines the term "direct pecuniary interest" and also describes when, for the purposes of the *The Act*, a person shall be presumed to have an indirect pecuniary interest or an indirect pecuniary liability. It also sets out the various circumstances in which such an interest or liability will not be presumed. Relevant considerations include the value of the particular interest or liability and whether it exceeds that of the ordinary resident. Certain specific transactions identified in the *Act* also are deemed not to give rise to a pecuniary interest.

The Act sets out the procedure by which an elector can bring an allegation of conflict of interest before the court. The consequences for a council member found to be in violation of any of its provisions can be dire. Most significantly, any councillor guilty of such a breach is disqualified from office and his or her seat becomes vacant. In addition, where the councillor has realized financial gain in a transaction to which the violation relates, he or she may be ordered to make restitution to the affected party. It should be noted that, where the breach occurred unknowingly or through inadvertence, the councillor will not be disqualified and the seat will not be declared vacant.

In practical terms, whether or not a particular situation amounts to a conflict of interest may be difficult to determine. Council members are advised to err on the side of caution when it comes time to identify such potential conflicts and to proceed accordingly.

The above information, while important, is but a small sampling of the procedural requirements and other rules of conduct imposed by statute on elected officials. Council members may wish to review *The Municipal Act* and other legislation to learn more about their various powers and obligations. ☞



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Experts emphasize qualifications and long-term savings for taxpayers

By Harold Murphy, Technical Advisor, InfraGuide

What is the best way to hire an engineer for an infrastructure project? Leaders in the public sector, such as provincial governments, municipalities and public utilities now have the answer. The National Guide to Sustainable Municipal Infrastructure (InfraGuide) has just released a *Best Practice for Selecting a Professional Consultant*. This Best Practice promotes the principles of Qualifications-Based Selection (QBS) rather than price-based selection as the best method for selecting professional engineers and other consultants. This is interesting – and encouraging – because this document was written predominantly by the public sector for the public sector.

The Best Practice, which was developed using extensive interviews and research, suggests that many infrastructure agencies do, in fact, recognize that QBS encourages innovation, life-cycle cost savings and sustainability. Supported by this new Best Practice, public officials will now have the necessary ammunition to make meaningful and effective changes to the way they invest in infrastructure.

InfraGuide is a collaboration of the Federation of Canadian Municipalities, Infrastructure Canada, the National Research Council and the Canadian Public Works Association to help municipalities make informed decisions and promote sustainable infrastructure investment. InfraGuide is both

a national network of experts and a growing collection of published best practice documents for use by municipal decision makers and technical personnel in the public and private sectors. InfraGuide has published over 50 Best Practices to date.

Sustainability and long-term value for taxpayers

The Best Practice is intended to encourage creativity and innovation that can result in better value to taxpayers by selecting the right engineering team. In developing the current Best Practice for procurement, InfraGuide concluded that the long-term savings that can be gained from selecting engineering services using the principles of QBS are far more significant than short-term savings provided by the lowest-price design. InfraGuide has recognized that improving public infrastructure is a long-term and sustainable investment in a municipality's economic, social and environmental quality of life.

Decisions made during project planning and design have ramifications over the entire service life of a project. The public will have to live with those decisions for decades, even generations. An appropriate investment in professional services at the onset of a project can potentially reduce capital, maintenance and operating costs while improving reliability and extending service life. Conversely, reducing that investment at the design stage can result in significantly higher capital, operating and maintenance costs throughout the service life of the project.

Benefits already being realized

Procurement methodologies consistent with the Best Practice proposed by InfraGuide are already in use by many public sector organizations throughout Canada and the US, including the City of Calgary, the City of St. John's and the City of London. "Selecting the right team based on qualification not lowest price ultimately provides the best



“The Best Practice focuses on long-term value that results in savings for the taxpayer.”

“With the
InfraGuide
Best Practice,
infrastructure
agencies now have
the right tool
to hire engineers.”

value and the best return on investment,” says **Pete Steblin**, General Manager of Environmental & Engineering Services for the City of London.

InfraGuide’s Best Practice is also important to the consulting engineering sector, allowing engineering firms to provide the necessary resources to meet their client’s expectations, to innovate and to add value. To taxpayers, this means better services and savings.

It is time to take action

Still, in order for taxpayers to realize the benefits of the Best Practice, the public sector must demonstrate leadership by adopting the Best Practice. For its part, the consulting engineering sector will then have the necessary resources to ensure that taxpayers receive the best possible return on infrastructure investments.

Our economic, social and environmental quality of life is directly related to the state of our public infrastructure. Therefore, when public sector infrastructure experts from across Canada conduct one of the most extensive reviews of procurement practices ever undertaken in this country, we should take notice. When they make such strong and specific recommendations, we should act – and implement the InfraGuide *Best Practice for Selecting a Professional Consultant*.

Accessing the ‘Best Practice’

Electronic versions of the *Best Practice for Selecting a Professional Consultant* are available free of charge at www.infraguide.ca and click on “Published Best Practices” (Registration may be required and will be free for the next several months).

For more information on the implementation of the InfraGuide Best Practice, please contact ACEC President **Claude Paul Boivin** at cpboivin@acec.ca or 1-866-236-0569. ☎

EXECUTIVE SUMMARY

“It is unwise to pay too much, but it is worse to pay too little. When you pay too little, you sometimes lose everything because the thing you bought was incapable of doing the thing you bought it to do.” - John Ruskin (1819-1900)

This quotation captures the reality faced by public officials engaged in commissioning the services of professional consultants. Often, cheapest price gets mistaken for best value. The need to reintroduce the concept of value to consulting procurement was the impetus for this document.

The best practice was written for four primary audiences:

Decision-makers — senior staff responsible for administrative policy and processes;

Technical staff — those responsible for implementing policy and administrative processes;

Procurement Staff and Auditors — staff responsible for conducting or monitoring procurement processes; and

Policy-makers — primarily elected officials.

Adoption of this best practice will create a common ground of understanding between professional consultants and governments seeking their services. The knowledge that a fair and transparent process is being used, in which all proponents are given proper consideration, should contribute to reducing the tendency for consultants to seek advantage by lobbying senior and elected officials.

There is a large body of knowledge on worldwide practices to select professional consultants. The most common method recommended is qualifications-based selection (QBS). This procedure facilitates selection of professional consultants based on their qualifications, experience and competence as it relates to a particular assignment.

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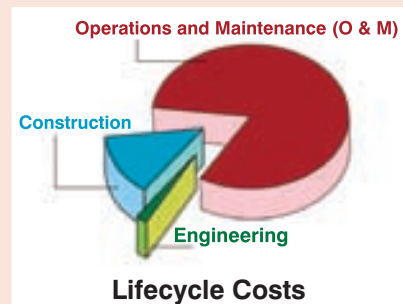
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The *United States Brooks Act*, enacted in 1972, requires all federal procurement of architectural and engineering services to incorporate QBS. Forty-seven states and many local jurisdictions have adopted similar legislation since.

Several US studies are also referenced that support QBS over traditional price-based methods, including professional consulting services.

In Canada, many professional bodies recommend qualifications-based methods, but the process is not widely used. Federal, provincial and local governments primarily use price-based methods.



The procurement of goods and services in the Canadian public sector is most often obtained through a public tendering process. Government purchases are guided by policies designed to ensure transparency and value. The product or service is described in detail in a tender document and sealed bids are invited. The lowest bid normally receives the contract.

This approach is not appropriate for professional consulting services because it is frequently not possible to provide sufficient detail about the services required to ensure that all firms are bidding on equal footing. This is because part of the undertaking may be an exploration for the most appropriate solution.

The most appropriate solution is not necessarily the cheapest design solution. Furthermore, the consultant's ability to devise the most appropriate solution depends on expertise, training and, most importantly, experience. It follows that purchasers wishing to identify the most appropriate solution should implement a selection process that:

- Leads to the selection of the individual or team that is best qualified to undertake the particular assignment, and

- Employs the experience of this team to develop the scope of services to ensure that all opportunities for adding client value are provided for within the project.

This approach does not preclude the consideration of price in the process. Rather, it encourages consideration of price within a more meaningful context by bringing the fee into the equation after the scope of work has been jointly established and agreement reached with the top-ranked firm.

Understanding the relative contribution to overall costs of 1) engineering required to solve a problem, 2) the cost of construction, and 3) the future operation and maintenance costs of the solution, underlines why it is so important to start with the “right” or “best” consultant.

Principles
Qualifications
Quality
Innovation
Relationships
Fairness
Respect for intellectual property
Efficient and Effective
Flexibility
Non-predatory pricing
Sustainability

“Engineering design” typically represents 1 to 2 percent of the overall lifecycle cost of a project, with construction accounting for approximately 6-18 per-

cent of the cost. All the rest—80-93 percent of the lifetime asset cost—is accounted for by operations, annual and capital maintenance and decommissioning.

This cost relationship is apparently well understood by engineers working in the public sector, but its consequences may not be applied during the tendering process. The appeal of the lowest-price design solution appears to override the value that can be gained from considering lifecycle costs.

Best Practice principles

This Best Practice incorporates principles that ensure a sound and fundamentally fair process and one that will achieve the goal of adding the greatest value for the client.

Recommended Best Practice

The recommended consultant selection practice is a competitive qualifications-based process that is principle-based and meets the following objectives:

- selecting a consultant who is best qualified for a specific project, and
- providing a client the benefit of the consultant’s skill, knowledge and experience to jointly develop a scope of services that considers all opportunities for adding value.

Recommended Best Practice
Request for Qualifications
Evaluate and Rank Consultants
Request for Proposals
Select Highest-Ranked Consultant
Define Scope
Negotiate Fee Agreement
Award Assignment

The recommended method encourages clients to view consultants as “trusted advisors” who share their priorities and interest in achieving the best outcomes for their project.

The best practice diverges from price-based selection practices in that it frees consultants to demonstrate how they can add maximum value to a client’s project rather than focusing on how to minimize their fees to ‘win’ an assignment.

Implementation challenges

Municipal engineers and other practitioners knowledgeable in the long-term implications of selecting the most qualified consultant for technical assignments generally support the recommended best practice intellectually and philosophically. They understand that selection on the basis of lowest price may not achieve the best outcome. However, when working in government, it is much easier to justify objectivity on the basis of quoted fees (lowest price) than on the basis of qualitative assessment (qualifications-based selection).

Satisfaction with present price-based methods in Canada suggests leadership to adopt this best practice will not generally come from within municipal or other governments. Only when some jurisdictions begin to use the best practice, and promote its benefits, will others do so. The first step to convincing municipal and other governments of the benefits of applying the recommended method will be a broad initiative that enlists the support of those jurisdictions that have used and benefited from its use, as well as industry, professional and educational leaders. \$



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LEADERSHIP BUILDS MUNICIPALITIES

By Lynne Bereza, AMM Communications Coordinator

A record-breaking 1,014 delegates attended the AMM's 8th Annual Convention, held at the Winnipeg Convention Centre from November 27-30, 2006. Here is a recap of the three-and-a-half-day event.

Presentations and speakers

As is customary in an election year, the AMM offered a 'Pre-Conference Seminar' to all delegates. Following greetings from Intergovernmental Affairs, **Roger Bouvier** of Municipal Solutions and **Greg Tramley** of McCandless Tramley presented "From the election trenches to the council table – now what?" A total of 427 delegates took in this informative session.

Again this year, the AMM offered three diverse but equally engaging keynote speakers. Kicking off day one was the always-engaging **Kit Grant**, who first graced the AMM stage back in 2003. After presenting his version of "The Successful Leader," Kit's leadership skills were called into action later that day, when Tuesday's scheduled keynote, **Peter Legge**, had to cancel due to inclement weather. Kit stepped up to the plate and delivered another awesome session for us on Tuesday!

On Wednesday, the subject matter took a turn in a more political direction with Keynote **Jeffrey Simpson's** "State of the Nation." Simpson is the *Globe and Mail's* National Affairs Columnist and, as one of Canada's foremost political commentators, did not disappoint – he even correctly predicted the outcome of the Liberal leadership race. While Simpson stated that, "columnists are often in error but never in doubt," he was indeed correct in this case!

Speakers at this year's convention included the **Hon. Vic Toews**, Minister of Justice and Attorney General of Canada; Minister of Intergovernmental Affairs **Steve Ashton**; Leader of the Manitoba Official Opposition **Hugh McFadyen**; Leader of the Manitoba Liberal Party **Dr. Jon Gerrard**; and **Gloria Kovach**, President of the Federation of Canadian Municipalities. In addition, **Premier Gary Doer** presented his annual address to delegates at the Gala Banquet.

Delegates had the opportunity to attend six different workshops this year. (See presentation summaries and links to the AMM website on page 58.) Several plenary sessions were offered as well. The first, and perhaps most unique session took place not behind a podium but sitting at a coffee table. "Municipal Government in Changing Times: a no-holds barred panel discussion on our strengths and weaknesses" featured **Adrienne Batra** of the Canadian Taxpayers Federation; **Jack Hayden**, former member of the Prime Minister's External Advisory Committee on Cities and Communities, and **Mike Brown** of Global Television. This session was the first of its kind for the AMM and was well received by delegates.

Other plenary sessions offered to AMM delegates were geared to newly elected officials, including "Tools for your Tenure," presented by Municipal Services Officers **Linda Baleja**, **Don Reid** and **Gail Anderson** of Manitoba Intergovernmental Affairs, and an "AMM and MTCML" overview presented by Executive Director **Joe Masi**.

Other plenary sessions addressed some of today's most pressing municipal issues, including "Proposed Regulation on Nutrient Management", presented by **Dwight Williamson** of Manitoba Water Stewardship.



Honourable Vic Toews



Hugh McFadyen



Dr. Jon Gerrard



Premier Gary Doer



FCM President Gloria Kovach



Dr. Enid Slack



(L-R) Adrienne Batra and Jack Hayden

Finally, **Dr. Enid Slack** of the University of Toronto presented “*The Municipal Fiscal Imbalance Across Canada*,” by answering several important questions:

1. Is there a municipal fiscal imbalance?
2. What is different about the municipal fiscal imbalance, and the federal-provincial fiscal imbalance?
3. What can municipalities do about it?
4. What else needs to be done?

Ministerial Forum

This year’s Ministerial Forum saw Premier Doer and seven ministers take part. Minister of Intergovernmental Affairs, **Steve Ashton** chaired the forum and was joined by **Ron Lemieux** (Infrastructure), **Peter Bjornson** (Education), **Theresa Oswald** (Health), **Rosann Wowchuk** (Agriculture, Food and Rural Initiatives), **Scott Smith** (Competitiveness, Training and Trade) and **Stan Struthers** (Conservation). (See sidebar for a recap).



Alice Bourgouin

Elections

AMM President **Ron Bell** was again acclaimed this year and will serve a third term as AMM President. An election took place for both vice-president positions. Mayor **Shirley Kalyniuk** defeated Mayor **Randy Sigurdson** in a close race for Urban Vice-President. With 362 ballots needed to win, Kalyniuk received 374 votes to Sigurdson’s 349. For the position of Rural Vice-President, Councillor **Doug Dobrowolski** received 428 votes while Reeve **Alice Bourgouin** received 296.

Resolutions

Three resolutions sessions were scheduled this year, with a short list of 38 resolutions submitted thanks to a streamlined resolutions process. In total, 22 resolutions were carried, 7 were defeated, 6 were withdrawn, and the remaining 3 were consistent with AMM



Randy Sigurdson

standing policy and did not require debate.

The two resolutions calling for a change to the structure of the AMM were both defeated, and a resolution asking that the AMM Convention continue to be alternated between Winnipeg and Brandon was carried. Several resolutions relating to education tax were debated, with a resolution calling for the total removal of education tax defeated, and one calling for the Province to fund 80% of education carried. Other resolutions of note that were carried include a resolution calling for a ten-year moratorium on rail line abandonment; one calling for a 10-cent deposit on all drink containers; and one calling for a provincial flood-proofing program.

AMM Directors **William Danylchuk** and **Roger Wilson** chaired the resolutions sessions. **Mel Nott**, Executive Director of the Manitoba Municipal Administrators’ Association, acted as Parliamentarian. Members of the 2006 Resolutions Committee were:
Interlake District - Mayor Don Pepe, Town of Winnipeg Beach
Western District - Mayor William Shackel, Village of Glenboro
Eastern District – vacant due to municipal election
Mid-Western District - Councillor Ron Kostas, RM of Rosburn
Parklands District - Reeve Clifford Kutzan, RM of Grandview
Central District - Councillor Orville Wagner, City of Portage la Prairie
Northern District – Mayor Gary Zamzow, Town of Snow Lake

Resolutions Summary – 2006

Total Number of Resolutions	38
Number carried	22
Number defeated	7
Number withdrawn	6
Standing Policy	3

The following is a summary of the questions delegates posed to the panel at this year's Ministerial Forum:

Delegates thanked Minister Lemieux (Infrastructure and Transportation) for various highway upgrades and inquired as to the status of others. Several questions relating to rail line abandonment were asked as well.

Minister Oswald (Health) responded to a number of questions around RHAs and indicated a 10-year review will take place. Other questions dealt with the response times of the Medical Transport Coordination Centre, and the lack of physicians in rural Manitoba.

Minister Wowchuk (Agriculture) handled several questions relating to the Education Property tax and Agriculture land rebate not being provided at source. Questions on noxious weeds and biodiesel were asked as well. Much discussion took place on agriculture, water quality, and the Province's water regulation.

The Province's moratorium on hog barns was the focus of questions directed to Minister Struthers (Conservation), along with questions relating to snowmobile club trail systems and bag limits for white-tailed deer.

Minister Bjornson (Education) addressed questions relating to education tax on property.

Minister Ashton (Intergovernmental Affairs) explained the recent throne speech promise of more funding for handi transit. He also responded to questions relating to water protection.

Premier Doer answered questions around nuclear power production, Manitoba Hydro's long-term planning, the Canada-Manitoba Infrastructure Program, and rural depopulation. He also offered his thoughts on the northern port in Manitoba and the Canadian Wheat Board. The Premier also answered questions relating to community safety, funding for policing, provincial strategies to reduce crime, and MPI.

Once again, the annual Ministerial Forum was a positive experience for our delegates, with several expressing their appreciation to the Premier and cabinet ministers. One delegate in particular summed up the event perfectly, saying "this forum continues to be one of the highlights of Convention, and I appreciate you being here."

Awards

The Honourary Life Member Award is given out each year in recognition of outstanding and exemplary service to the Association, its member associations and to the community. This year, the AMM awarded two Honourary Life Members at the AMM Annual Banquet. The first Honourary Life Member Award went to former UMM director **Edward Peltz**, who served over 30 years as Reeve of the RM of Woodlands.

The second Honourary Life Member award was presented to **Ray Sigurdson**. Ray served on Council for the RM of Gimli from 1971 to 1995, and was President of the UMM from 1987 to 1989.



Honourary Life Member Edward Peltz



Honourary Life Member Ray Sigurdson

Display Area

The AMM would like to thank all the delegates who took the time to visit our sold-out Display Area. The AMM would also like to thank the following businesses for sponsoring the AMM's Icebreaker Event:

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- Westman Steel Industries

Overall, this year's AMM Convention was another great success. Top-notch speakers, opportunities for learning and networking, exciting and challenging resolutions sessions, and a plenary session devoted to the timeliest of issues – the municipal fiscal imbalance – provided delegates with a thought provoking and focused event.

Most of our plenary sessions are available for download on the AMM website at
http://www.amm.mb.ca/events_convention06Wrap.htm

President Ron Bell was acclaimed for a 3rd straight term at the 8th Annual Convention. In his acceptance speech, Bell noted that last year's New Deal negotiations were very difficult for the AMM, and he was pleased at how we have all pulled together this year. "While we have faced many trials, we have also gained much," he said. "We have done that by working as one force united on the issues, working for strong communities. Let's continue the work!"





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– \$500 Home Depot Gift Card

Winner: **Don Hockin**,
RM of Langford



Grand Prize

– \$2,000 trip voucher sponsored
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Winner: **Robert Sharpe**,
RM of Saskatchewan

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Summary of Workshops Presented at the 8th Annual AMM Convention

All workshop presentations are available on the AMM website at http://www.amm.mb.ca/res_presentations.html

Community History: Resources and Challenges

Presenter: Dr. Gordon Goldsborough, Past President of Manitoba Historical Society

Using the AMM as an example, this workshop examined the resources available for historical researchers in Manitoba, as well as privacy issues, oral history, preparing publications, and the use of the Internet for collecting and distributing community history.

Creating Safer Communities

Presenter: Douglas M. Popowich, Fire Commissioner, Manitoba Labour

This presentation explained new legislation requirements under the Fires Protection and Emergency Response Act regarding Fire Department operation and the requirements of local authorities conducting Fire Inspections. Also discussed was how the new Workplace Health and Safety Regulations will affect Municipal Fire Departments.

National Client Services Enhancement Project

Presenters: Bill Robinson, Assistant Commissioner, RCMP and Glenn DeGoeij, Inspector, RCMP

The session provided delegates with an overview of the Client Services Enhancement Project initiatives. The presentation included the background, scope and mandate of the project as well as an opportunity for attendees to provide input on how the RCMP can better meet the needs of the citizens the Force proudly serves.

Vision...Leadership...Commitment

Presenters: Jean A. Beaumont, Executive Director of Association of Manitoba Bilingual Municipalities (AMBM) and Murielle Bugera, Economic Development Officer, Chaboille, Village of St. Pierre/De Salaberry

In this workshop, the AMBM presented the key elements that led bilingual municipalities to take charge of their own

economic development. It is a formula for success, which helps individuals and organizations to meet the challenges, which present themselves to Manitoba's bilingual municipalities. This was a bilingual presentation.

Manitoba Cities Forum

Facilitator: Councillor Russ Wyatt, City of Winnipeg

This special session was for all members of city councils to discuss the current and unique issues facing Manitoba cities.

Age Friendly Communities in Manitoba: How Can Municipalities Create Supportive Environments?

Presenter: Jim Hamilton, Executive Director of the Manitoba Seniors and Healthy Aging Secretariat

Municipalities have an important role to play in developing programs and services that facilitate seniors' contributions to family, friends and the broader community. Attendees learned how the Age-Friendly Cities Project and the Age-Friendly Rural and Remote Communities Initiative can assist in creating supportive environments.

The Silent Infrastructure

– Sharing the Responsibility, Sharing the Cost

Presenters: Grant Campbell, Senior Geomatics/GIS Technologist, Geomatics Branch, City of Winnipeg, Property Planning and Development Department and Steve Bossenmaier P. Eng., Manitoba Land Surveyor (MLS)

This highly informative session focused on Geographic Information Systems (GIS) as they relate to survey infrastructure protection, with an example of the City of Winnipeg survey infrastructure protection program and the savings it has achieved. Development agreements in cost allocation and related savings were also be examined.

*Thank-you to all delegates
who attended the 8th Annual AMM Convention.*

A very special 'thank-you' goes out to all the speakers who took the time to present to our members; and to those businesses and organizations that sponsored our event.

We could not do it without your support!



CAOs Ivan Bruneau (MacGregor) & Wally Melnyk (Russell).



Delegates applaud speakers.



Most workshops enjoyed a full house.



Councillor Maxine Chacun of Virden chats with a delegate.



Coffee breaks are a great time to network and catch up with old friends.



Macdonald CAO Tom Raine and Manitoba Hydro's Rob Cox share a laugh.



Town of Leaf Rapids councillors enjoyed their first Convention.



Newly elected Gimli Mayor Tammy Axelsson.



Denray Tire staff smile for the camera.



Office of the Fire Commissioner was both a displayer and a presenter.



(L-R) Ministers Wowchuk, Smith, and Lemieux.



Health Minister Theresa Oswald.



(L-R) Ministers Struthers, Oswald, and Bjornson.



Premier Doer responds to a question.



The AMM board and pipers.



President Bell presides over the opening ceremonies.

Displays

Ministerial Forum

Opening Ceremonies

Resolutions



Delegates vote on a resolution.



President Bell speaks to a resolution.

Speakers



Jim Hamilton.



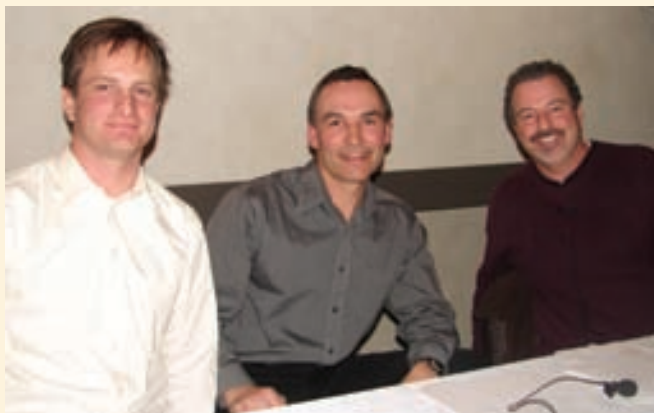
Fire Commissioner Doug Popowich.



Dr. Gordon Goldsborough.



Glenn DeGoeij, Inspector, RCMP.



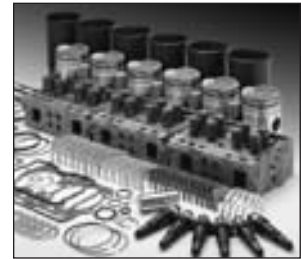
(L-R) Wilson Phillips, Steve Bossenmaier, and Grant Campbell.



(L-R) Intergovernmental Affairs Don Reid, Linda Baleja and Gail Anderson



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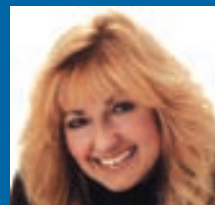
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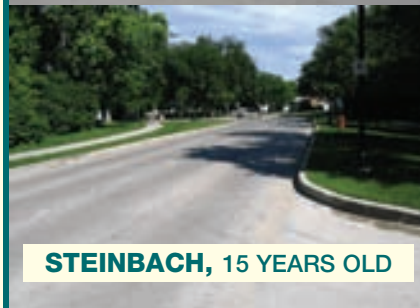
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