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Spring 2007

Leader

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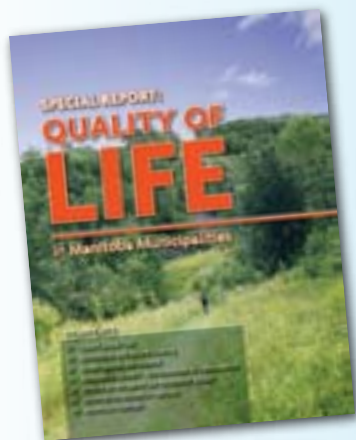
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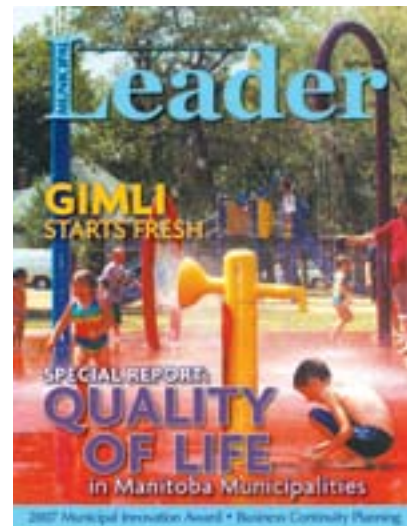
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Cover: Brandon's spray park certainly contributes to the Quality of Life enjoyed by the city's citizens and visitors.

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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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Spring and budgets are in the air

Spring is in the air and there is a definite current of excitement running through the political landscape. With a municipal election still fresh in our recent memories, to a provincial election that is expected to be just around the corner, to the possibility of a federal election, we are being constantly reminded that the only certainty in life is change.

The recent Federal Budget was widely anticipated to be one of change for municipalities. As with many things, however, sometimes the more things change, the more they stay the same! To address the fiscal imbalance, Budget 2007 provided more than \$39B over seven years. While this is a sizable investment, it is still not a long-term plan that will eliminate the estimated \$60B infrastructure deficit that is the key driver of the municipal fiscal imbalance.

“Municipalities will continue to struggle to balance the need to patch potholes with the need to provide facilities that will improve the quality of our lives.”

Manitoba municipal leaders were indeed pleased to hear that the gas tax transfer has been extended for an additional four years at the 2009 level. However, this did fall short of our expectations of a longer-term commitment. A permanent gas tax transfer with an escalator clause is what is needed.

The Federal Budget also included the \$8.8B Building Canada Fund (BCF) that will be allocated to provinces on a per capita basis. This fund is simply a combination, and a slight expansion, of existing infrastructure programs, including the Municipal Rural Infrastructure Fund (MRIF). The BCF will support investments

in the national highway system, large-scale projects such as public transit and sewage treatment infrastructure, and small-scale municipal projects such as cultural and recreational facilities.

Yes, it is positive that the BCF includes funding for investment in cultural and recreational facilities. However, once again, these projects will have to compete for funds against other infrastructure projects such as road repairs. Municipalities will continue to struggle to balance the need to patch potholes with the need to provide facilities that will improve the quality of our lives. What is still needed, yet what remains elusive, is a dedicated fund for municipal recreation infrastructure. (Our special report on *Quality of Life*, beginning on page 25, further explains why this is a priority that we will continue to lobby for.)

While there were other highlights in the Federal Budget (which we summarized in our AMM Members Advisory of March 27), we quickly turned our attention to our own Provincial Budget. The Budget was tabled on April 4, and not surprisingly, contained both highs and lows for municipalities. On the plus side, a promise to increase provincial funding of education to 80% provides a light at the end of what has been a very long tunnel. More police officers and doctors, new environmental initiatives, and the expansion of the successful Neighbourhoods Alive! program are also positive moves.

On the down side, the \$33M committed to infrastructure only scratches the surface without delivering a long-term plan. In addition, we remain concerned with the lack of resources for the implementation of the requirements of *The Water Protection Act*.

While we continue to analyse Budget 2007, you can be sure that the AMM will continue to lobby for positive change for our member municipalities. This effort on your behalf is one thing that will most definitely remain the same. ♡



Joe Masi, Executive Director

Meetings well received

I must begin by expressing appreciation to all the Mayors, Reeves, CAOs or alternates who attended our recent meetings and contributed to their success. As you now know, we began this series of meetings fully intending that it be our last. The AMM Board felt that perhaps we were asking you to attend too many events and the information presented was repetitive. Your feedback around this issue, however, quickly changed our minds. Some of the messages we heard from you during the meetings included:

"As much as we work within a global economy, this is OUR district. It is good to get together with the other municipalities in our area and meet in a smaller atmosphere".

"We face many common problems that we can resolve right here in one room."

"This is my first Mayors, Reeves and CAOs meeting and I am finding it very valuable."

"The informal setting makes it easier to approach the AMM President, Vice-Presidents and Directors for a one-on-one discussion than it is during the larger events."

We have posted a recap page on our website at www.amm.mb.ca. Please visit this page to revisit the information that was presented. We have also posted answers to the many questions you asked during the meetings. And once again we look forward to next year's Mayors, Reeves and CAOs meetings! (Please note: Since we have not

yet determined some of the hosts for next year's meetings, we will decide these at our upcoming June District Meetings.)

As President Bell noted in his message this issue, change IS certain and one important change that we have made for the coming year is to the date of the Municipal Officials Seminar & MTCML Trade Show. As with other AMM events, MOS has grown larger with each passing year, and the Trade Show space available during our traditional end of February time slot is no longer adequate. That situation, combined with the extremely tight timeline between November's Annual Convention and MOS, prompted us to move MOS to mid-April. More time to plan and more room for the trade show will allow us to offer you a top-quality event. The date for next year's MOS and MTCML Trade Show is April 16 and 17, 2008.

AMM events are such an important part of what we do. They allow us to communicate directly with our membership; they allow you to network with each other and meet your counterparts from across the province; and they provide a forum for discussion that in turn drives our lobbying efforts each year. We thank you for attending these events and we promise to continue to strive for excellence when planning each and every event. You, our members, deserve nothing less. \$

“As much as we work within a global economy, this is OUR district. It is good to get together with the other municipalities in our area and meet in a smaller atmosphere.”

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2010 POWER SMART MANITOBA WINTER GAMES ANNOUNCEMENT

On March 15, **Premier Gary Doer** announced that Portage la Prairie will be the host city for the 2010 Power Smart Manitoba Winter Games, while also pledging \$160,000 in support of the Games. The 2010 Manitoba Winter Games will be held March 8 to 14, 2010, involving up 3,500 participants and 2,000 volunteers. Sporting events include badminton, male and female curling, male and female hockey, figure skating, five-pin bowling, artistic gymnastics, cross-country skiing, male and female volleyball and Special Olympics five-pin bowling.

Communities submit a formal bid package detailing plans for athlete services, hospitality, volunteers, organization structure, sport legacy and finances. This year, five communities submitted bids: the cities of Thompson, Selkirk and Portage, the Town of Killarney and a joint bid by Minnedosa-Neepawa. The host site selection committee, consisting of members from the Manitoba Games Council and Sport Manitoba, evaluated the bids and also performed on-site facility evaluations. The games take place every two years, alternating between summer and winter events.

PROVINCE ANNOUNCES

NEW MANITOBA WATER COUNCIL

The mandate and members of the new Manitoba Water Council – a senior advisory board that will co-ordinate and oversee the work of all provincial advisory bodies on water protection – were announced by the **Hon. Christine Melnick**, Minister of Water Stewardship.

The council will include local government, agricultural and environmental perspectives. Its mandate includes providing advice to government, stakeholders and the public on water-related issues including matters such as drainage, and flood and drought protection policies and standards. The council will also monitor watershed management plans in the province and review regulations related to water quality management zones.

Alice Bourgouin, Reeve of the RM of Rosser and Rural Director for the Interlake District, represents the AMM on the Manitoba Water Council.

NEW INTEGRATED HOUSING COMPLEX OPENS IN DAUPHIN

A new housing complex, with 21 units providing emergency, long-term and transitional shelter apartments for Dauphin area residents, was officially opened by **Inky Mark**, Member of Parliament for Dauphin-Swan River-Marquette on behalf of the **Hon. Monte Solberg**, Minister of Human Resources and Social Development, and the **Hon. Stan Struthers**, Minister of Manitoba Conservation, on behalf of the **Hon. Gord Mackintosh**, Minister of Manitoba Family Services and Housing.

The new project, located at 123-1st Avenue SW in Dauphin, with an estimated total cost of \$1.4M, includes one and two bedroom units renting below the median market level. The Swan Valley Branch of the CMHA Parkland sponsored the project, which is providing integrated housing in the Parkland area. The project received \$500,000 in funding under the Canada-Manitoba Affordable Housing Program Agreement, and \$275,000 under the Government of Canada's National Homelessness Initiative (NHI).

LOW-COST

BIKE HELMETS STILL AVAILABLE

The **Hon. Kerri Irvin-Ross**, Minister of Healthy Living, announced that the low-cost bike helmet initiative would continue as a result of the success of the 2006 program. Parents and caregivers of Manitoba children are able to purchase



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SMALL CLAIMS COURT MAXIMUM INCREASED

Recent new legislation announced by the **Hon. Dave Chomiak**, Minister of Justice, increased the maximum award in small claims court to \$10,000 from \$7,500. General damages in small claims were also increased to \$2,000 from \$1,500.

Small claims court handles only civil justice matters, and has been proven to be very efficient and cost effective for Manitobans resolving legal matters. Manitobans may appear in court on their own or may be accompanied by legal counsel. The \$30 filing fee is among the lowest in the country.

2006 A BANNER YEAR FOR MANITOBA'S OIL INDUSTRY

A well-drilling record set more than 50 years ago was shattered in 2006 as \$400M was invested in oil exploration and production. In 2006, 478 wells were drilled breaking the previous record of 354 established 51 years ago. Manitoba's oil production has doubled to over 20,000 barrels from 10,000 per day since 1999. The **Hon. Jim Rondeau**, Minister of Science, Technology, Energy, and Mines credits the Province's new initiatives to attract the oil industry to Manitoba have proven successful. These include a retail sales tax exemption for drilling and service rigs and other equipment used for oil and gas exploration; a change in the Manitoba Drilling Incentive Program to encourage investment water-flood projects; and public offerings of crown oil and gas rights throughout the year.

LAKE WINNIPEG STEWARDSHIP BOARD FINAL REPORT RESULTS

The **Hon. Christine Melnick**, Minister of Water Stewardship, released the final report of the Lake Winnipeg Stewardship Board and the latest steps in reducing nutrients in the lake. The government has worked diligently to ensure Manitoba's waterways and Lake Winnipeg is protected. Initiatives include the creation of Canada's first water stewardship,

the *Water Protection Act*, and investing over \$100M for water-quality projects in Manitoba.

Immediate actions included in the report are:

- A renewed robust commitment to infrastructure investments.
- An expanded mandate for the Board.
- New investments in research and shared science.
- Restrictions on phosphorus.
- A cross government action team.
- Initiation of public education, consultations on cosmetic fertilizers, and other household products.

MANITOBA PROVIDES FUNDING FOR WORLD HERITAGE SITE

The **Hon. Stan Struthers**, Minister of Conservation, announced the province will provide \$130,000 in funding to support efforts to have lands east of Lake Winnipeg in Manitoba and northwestern Ontario recognized as a world heritage site by the United Nations Educational, Scientific, and Cultural Organization (UNESCO). The approximately 42,000 sq. km. includes Little Grand Rapids, Paunigassi, Pikangikum and Poplar River First Nations. The Atikaki Provincial Park in Manitoba and the Woodland Caribou Provincial Park in Ontario are also included.

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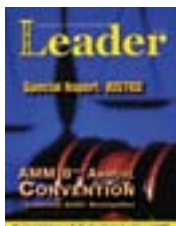
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This installment of 'And Furthermore' updates readers on two very different, but equally groundbreaking, initiatives. The first has worked so well in making our communities safer that other provinces are emulating it. The second, if successful, will create a "striking new presence on the Winnipeg skyline." Read on!

SAFER COMMUNITIES AND NEIGHBOURHOODS ACT SETS NATIONAL PRECEDENT



The Fall, 2006 issue of *Municipal Leader* contained a special report on Justice and featured an article entitled "New law makes communities safer." That new law is the *Safer Communities and Neighbourhoods Act* and recent reports indicate that it is doing just that – making communities safer.

UPDATE

Attorney General **Dave Chomiak** reported on January 25 that more than 200 drug, sniff and prostitution houses have been shut down under Manitoba's groundbreaking *Safer Communities and Neighbourhoods Act* since the initiative came into force in 2002.

"We have made tremendous progress in shutting down operations that were literally destroying neighbourhoods," Chomiak said. "Manitoba has set a national precedent in reclaiming the safety and security of neighbourhoods plagued by drugs, prostitution and solvent abuse."

The minister noted Saskatchewan, Nova Scotia and the Yukon have followed Manitoba's lead by introducing similar legislation and several other jurisdictions are currently bringing in a similar act.

Under the Act, personnel from the Public Safety Investigations Unit target properties where prostitution and related activities; the possession, sale or use of drugs; sale of liquor without a licence (booze cans); and the use or sale of intoxicating substances (sniff) are affecting the safety and security of neighbourhoods.

In total, the Public Safety Investigations Unit has received 1,386 complaints involving 1,182 operations. The majority of shutdowns have taken place in Winnipeg, although three shutdowns occurred in northern Manitoba, two in western Manitoba and one in southern Manitoba.

As part of an expanded strategy to help neighbourhoods and individuals exploited by the sex trade, the Act was recently strengthened to allow for the closure of prostitution bases of operation, even when no prostitution was taking place on-site. Amendments were also made to broaden the activities that can be investigated to include sexual exploitation or sexual abuse of a child, possession or storage of illegal weapons and explosives, and the cultivation or production of drugs.

The Act places the responsibility on property owners, including landlords, to take action to stop such activities from taking place on their properties. Landlords have co-operated with investigators in all completed cases to date except one. In that matter, a community safety order was obtained to shut down the property.

Manitoba's Public Safety Investigations Unit is comprised of staff with specialized training and extensive policing experience and expertise. Anyone can contact the Public Safety Investigations Unit, in confidence, about a problem property at 1430 - 405 Broadway in Winnipeg or by calling 945-3475 or 1-800-954-9361 toll-free.

MANITOBA WIND POWER COULD SOON BE ON WINNIPEG HORIZON



The Summer 2006 issue of our Special Report on Municipal Technology featured 'Harnessing the Wind,' a story on wind energy. While Manitoba's successful St. Leon wind farm's 63 turbines are now a fixture on the prairie skyline, Winnipeggers may soon have their own emission-free tourist attraction.

UPDATE

A wind turbine as tall as the Richardson Building could soon become a striking new presence on the Winnipeg skyline if community consultations and tests at The Forks prove successful. Science, Technology, Energy and Mines Minister **Jim Rondeau** and **Jim August**, CEO, The Forks North Portage Partnership, made this announcement on February 2, 2007.

"Manitoba is already home to one of the largest wind farms in Canada and we've taken steps to soon develop enough wind energy to power an additional 100,000 homes," Rondeau said. "A wind turbine in the heart of Winnipeg is a perfect symbol of Manitoba's rich clean-energy resources and the interest Manitobans share in protecting their environment."

August noted data collected from a temporary meteorological test tower will determine whether an economic case exists to build a wind turbine somewhere on The Forks site.

"A preliminary look has shown us that a wind turbine could produce enough power to meet a significant portion of the energy needs on The Forks site, reducing the environmental footprint of Winnipeg's number-one tourist attraction," August said.

Stakeholder consultations will be held during the six- to 12-month testing phase to ensure any proposed development respects the heritage of The Forks site and reflects input from the community.

Rondeau and August cautioned development of a permanent wind turbine would not proceed, nor would any site chosen, prior to consultations taking place. As well, an environmental licence would be required prior to the project moving forward.

Apart from powering The Forks with clean energy, Rondeau and August noted a wind turbine at the site would serve as a public education hub where schoolchildren and visitors could see the generation of renewable energy first-hand.

Manitoba is home to a 63-turbine, 99-megawatt wind farm in St. Leon, which generates enough wind energy to power approximately 35,000 homes. The province has committed to developing 1,000 megawatts of wind power over the next decade and recently hosted the Canadian Wind Energy Association national conference, the largest such event in the organization's history.

The province and The Forks will share the cost of the \$50,000 test tower. ☞



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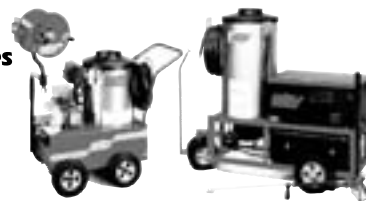
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Dale Lyle, MMAA
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As the Municipal Accounting World Turns

What are the Public Sector Accounting Board (PSAB) changes that we keep hearing about? What impact will the new rules have on current generally accepted accounting practices (GAAP) and on computer systems? What happened to the good old days when the general ledger was a large bound ledger that we actually wrote in?

The Province and AMM have retained Deloitte & Touche to undertake a review of current Manitoba municipal GAAP, to determine what has to be done to comply with the PSAB requirements and how to go about getting there. Deadline for compliance is January 2009.

Deloitte & Touche met with CAOs from six various-sized municipalities to get a feel for what the impacts of PSAB will be. The two primary issues for compliance seem to be consolidation and reporting of capital assets.

PSAB requires that municipal statements be consolidated to include those organizations the municipality has control over. The possible list of organizations that might fall into this category is extensive and could include regional libraries, conservation districts, weed districts, regional landfills, recreation districts and planning districts, to name but a few. Depending on the situation, municipalities may have to include their proportionate share of these entities in their year-end financial report.

Lists of capital assets with historic cost values and accumulated depreciation is now required. Policies for asset valuation and the basis for depreciation must be adopted.

Michel St. Amant, CA, Project Manager, PSAB Compliance Implementation for Municipalities was hired by Intergovernmental Affairs Department to head this project for the Province and the AMM. He will be addressing MMAA delegates at our conference on April 23 to review the Deloitte & Touche report and discuss timetables and processes for PSAB compliance. ☛



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AMM Education Workshop

Wednesday, February 28, 2007, Keystone Centre, Brandon



A total of 143 registrants braved Brandon's wintry weather to attend the first Education Workshop in the AMM's 2007 Education Series. They were not disappointed, as an esteemed panel of experts discussed various aspects of human resources that elected officials may be involved in.

Winner of the draw for free registration and a Canad Inns Gift Card was **Morley Butler**, Councillor, RM of Birtle.

Part 1: Hiring a CAO

Many municipalities are facing, or soon will be facing the prospect of replacing their retiring Chief Administrative Officer (CAO) or other key employees.

Gail Anderson and **Linda Baleja**, Municipal Service Officers with Manitoba Intergovernmental Affairs, provided an overview of the *Guide to Hiring Your Chief Administrative Officer* and discussed the many strategies that can be used to improve the recruitment and retention of CAOs as well as other employees.

"There is much more to being a CAO than looking after the budget and the finance. This individual must also be able to provide professional, unbiased advice to council, have technical expertise, and an institutional



memory, meaning they are responsible to bring information and recommendations (research and pros and cons) to council for council to make decisions. The person needs to be council's 'giant eye.'"

Gail and Linda also outlined the five steps necessary to recruit a CAO, including looking forward, determining the skill requirements, targeting your search, interviewing and screening, and finally conducting reference checks and making the offer.

Part 2: Performance Appraisal of your Municipality's CAO

Sheila Bayda, Senior Consultant, People First HR Services

With more than 13 years of consulting experience in the private and public sectors, Sheila explained the importance of CAO performance management.

Sheila stressed that a regularly scheduled and well-planned performance appraisal that gives feedback can be a valuable asset



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UPCOMING EVENTS

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

- 1-4 Federation of Canadian Municipalities 70th Annual Conference – Calgary, AB
- 7 AMM June District Meeting – Northern District
- 8 AMM June District Meeting – Interlake District
- 11 AMM June District Meeting – Eastern District
- 12 AMM June District Meeting – Central District
- 13 AMM June District Meeting – Western District
- 14 AMM June District Meeting – Midwestern District
- 15 AMM June District Meeting – Parklands District

October, 2007

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

November, 2007

- 26-29 AMM Annual Convention – Brandon

to the future success of your organization. She noted that it is necessary to acknowledge a CAO's performance and determine where improvements may be made or what aspects of the job may need to be re-evaluated or restructured.

Shirley's top tips for the CAO performance appraisal are:

- Be sure documentation is maintained.
- Be prepared, clear and consistent
- Start with the positive
- Make it a two-way conversation
- Be a good listener
- Discuss work life balances
- Review regularly

“An esteemed panel of experts discussed various aspects of human resources.”

Part 3: The Municipal Employees Benefit Program

Rose Neufeld, *Executive Director, Municipal Employees Benefit Program*

The MEBP provides pension, disability income and group life insurance protection to municipal employees. Rose's presentation included the role of the municipal employer as well as a description of the benefits offered by MEBP.

The MEBP was created in 1977 to provide universal pension and group insurance benefits to Municipal employees. Their long-term disability plan began in 1981, which is governed by a joint board of trustees. Rose explained the pension benefits of municipal employees long with the disability income and group insurance.

Part 4: Media Relations 101

Shirley Muir, *President, The Media Bank*

Shirley Muir had had a career that includes 15 years in the media in both print and television. Shirley was the Public Affairs Manager for the City of Winnipeg where media relations and crisis management was a daily task. Shirley provided practical tips and advice to help us keep a cool head and dry palms under the hot lights.

“By engaging and responding to the media,” Shirley explained, “you can make

a dramatic difference in the way ratepayers and voters think of you, your leadership and key community projects that you are championing.”

Shirley noted that every project needs the following:

1. A project “champion”
2. Assets
3. Process
4. Communications – this provides the stabling “leg” of the project

She also noted that it is crucial to be proactive and not reactive, and that the business plan and communication strategy are in place.

Shirley also gave us a glimpse of the reporter's role, noting that they have a job to do and are usually under time constraints. They are required to explore all angles; talk to many; collect background; get visuals/sound; meet their deadline; AND beat the competition. Shirley explained that it is OK to tell a media person that you will call them back; you simply need time to find out more about the situation. Finally, don't hesitate to ask THEM questions, to see who've they've spoken to already. That may tell you what information needs to be clarified or if further information must be given. ☺

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2007 New Council Seminars

answers to your questions

Submitted by Manitoba Intergovernmental Affairs



The New Council Seminars, held in January and February, were a great success, with 436 council members attending, representing 75% of Manitoba municipalities!

These one-day seminars, hosted by Manitoba Intergovernmental Affairs in partnership with the Association of Manitoba Municipalities, were held at nine regional locations throughout the Province. From all accounts, the location, venue, and presentations were well received by those who attended the seminars.

With a primary focus on public accountability and public participation in the decision-making process, seminar topics included conflict of interest, municipal finance and capital planning, emergency preparedness, as well as meeting protocol. Council members had the opportunity to ask questions and share their experiences with others. We appreciated the sometimes quite lively discussions that took place!

Council members expressed interest in receiving additional information on the following topics:

Conflict of Interest

Conflict of interest is a serious matter. Failure to disclose an interest could result in disqualification from office. Councillors will want to be aware that:

- The statement of assets and interests must be completed, no later than November 30 each year by each member of council and updated regularly as changes occur. Although the statement is not available to the public, any person may ask the CAO

to look at the statement on their behalf and advise whether or not a certain asset or interest has been declared.

- When a member of council declares a conflict of interest on a topic on the meeting agenda, the CAO must record the declaration in a central record and the central record is available to the public at any time for inspection.
- Once a conflict of interest has been declared, the member of council must withdraw from the meeting. This means that the member must leave the council chamber, not just the council table until the matter has been discussed and voted on.
- When a council member is absent from a meeting and a topic that he/she has an interest in arises, at the next regular meeting the member must disclose the interest and the disclosure recorded in the central record by the CAO.
- Any gift valued at more than \$250, other than a gift from a family member, must be declared on the statement of assets and interests and if a matter arises at a council meeting pertaining to the donor, the member must declare a conflict of interest and withdraw from the meeting. For example, should a candidate receive campaign funds from someone other than a family member, in the amount of more than \$250, should the candidate be elected and an item involving the donor come before the council, a conflict must be declared and the council member may not vote or participate in any way on the discussions in that regard.

Municipal Finance

Members of council have been elected by their citizens to safeguard the 'purse strings' of the municipality. This is a responsibility that cannot be taken lightly.

- The interim operating budget provides Council with the authority to expend money to operate the municipality until the financial plan is adopted however this interim operating budget does not extend to capital purchases. Should Council be required to make a capital purchase prior to the adoption of the financial plan they must hold a public hearing to advise the public of their intentions.
- Except for emergency situations, a municipality may not make an expenditure unless it has been authorized by the Council. It is therefore important to consider implementing a policy that authorizes certain employees to expend funds up to a pre-approved amount for necessary day to day expenditures – for example – public works foreman for repairs up to a certain amount or the CAO for office supplies up to certain amount. In the absence of a policy adopted by resolution or by-law these expenditures are unauthorized.
- As well, any member of council who expends or invests municipal money without first receiving the approval of Council is guilty of an offence, liable to the municipality for the amount spent, invested or paid, and subject to disqualification from office.
- Council is responsible to ensure that the annual auditor's report is completed

by June 30th of the following year. It is recommended that Council ask the auditor to review the report at a Council meeting, so that the auditor can respond to Council's questions about the report. If the auditor notices any irregularities or discrepancies, it is Council's responsibility to report to the Minister how these matters have or will be addressed.

Meeting Protocol

Meetings require an investment of money, time and effort. As such, it is important that meetings are well-structured, to enable members to exchange information and facilitate decision making.

- Allocate time for each agenda item based on the importance of the item (i.e., 15 minutes to review the accounts for payment and the monthly financial statement, 5 minutes for reviewing informational correspondence, etc.).
- Let delegations know in advance what information council is most interested in and what their presentations should provide. Also, let delegations know in advance how much time they will have, and how the Chair will tell them that time is running out.
- Have different members chair the meeting. This is good not only for variety, but it also encourages more members to develop leadership skills.
- Hold some meetings outside the municipal office council chamber. Try 'field' locations in your community.
- Schedule short breaks frequently. There should be no more than 1.5 to 2 hours of continuous sitting.
- Call on silent members to comment instead of waiting for them to raise their hand.

Intergovernmental Affairs welcomes any additional questions that new (and returning) members of council may have. We also encourage you to take advantage of the many education and networking opportunities that are made available to you throughout your term of office.

Thank you again to those council members who attended the New Council Seminars and for ensuring the seminars were a great success!! 🍷

The presentations from the 2007 New Council Seminars are available on the AMM website at http://www.amm.mb.ca/res_presentations.html.

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A fresh start for Gimli

Gimli Mayor Tammy Axelsson and her brand-new council hit the ground running

Mayor Axelsson flanked by her Council (L-R) Ross Bailey, Bill Barlow, Glen Brooks and Brian McKenzie. (Photo courtesy of Jim Mosher, Interlake Spectator)

Last October's election resulted in many changes to municipal councils across Manitoba. One would be hard pressed, however, to find a council table that changed as much as that of the RM of Gimli. Newcomer **Tammy Axelsson**'s stunning victory over the incumbent mayor set the tone for what would be a complete overhaul of the previous council, with the three incumbents in the running all being defeated (the fourth member did not seek re-election).

In what was to become one of the most hotly contested campaigns in the province, Tammy Axelsson simply stood her ground with the belief, "People in the RM of Gimli deserve better." While she was rewarded with the Mayor's chair, she is by no means resting on her laurels. After running on a platform to promote openness and transparency amongst her council and the citizens of Gimli, it is easy to understand why Axelsson says, "People are excited about the potential in our community."

While the four councillors who join Mayor Axelsson are, with one exception, new to municipal politics, they bring a wide variety of experience to the table. They include former Mayor **Bill Barlow**; former Evergreen School Division Trustee **Ross Bailey**; retired school administrator **Glen Brooks**; and businessman **Brian McKenzie**. "I have absolute confidence in this council," says Axelsson.

Municipal Leader interviewed Mayor Axelsson for this issue's 'Municipal Profile.'

Q: With no political experience, what prompted you to run for Mayor?

A: I ran for mayor because I felt that I had something to offer. I love my community, I love learning, love working with people and I'm always up for a challenge. I have an established track record of service within the community among the organizations that I have been involved with over the years. I am hard working, accountable, diplomatic, a good listener, and I can work with just about anyone.

I am a firm believer in the saying that you shouldn't complain unless you are willing to step up and be a part of the solution. So I stepped up. The people of Gimli are its greatest asset and its greatest strength and I felt that the former council had lost touch with the people.

Q: Your campaign promised to use the Gimli website to post financial information; inform the public about what goes on in-camera; and appoint a youth representative to sit on council. Have you implemented any of these changes?

A: Yes, we've already taken some positive steps towards ensuring that we keep the

ratepayers informed about all aspects of the RM. Council has implemented a quarterly newsletter and reviewed the entire website. We will be making significant changes and improvements to the site over the next couple of months. Both are excellent tools for ongoing communication with the public. We have moved in-camera meetings to the beginning of council meetings and the first order of business of the regular meeting is then to give a general report on the in-camera session. And, I am pleased to say that we have now appointed **Jake Figler** as Gimli's first Youth Representative on council.

Q: What other improvements have you made to how council operates?

A: We have monthly Committee of the Whole Council meetings in addition to our two monthly council meetings. These, of course, are open to the public and we also receive delegations at these meeting. This is a very effective way to keep informed of each other's portfolios and to increase regular communication among council and the citizens. We have established a Policy Committee and are currently creating a number of written policies that are essential for council to have in order to make impartial decisions on issues. We adjusted the division of the internal boundaries of the municipality into four areas and each councillor will alternate

between the areas over the next four years as opposed to one councillor being responsible for one area for four years. We held a pre-budget public consultation meeting in order to give citizens the opportunity to give us their input for consideration when finalizing the budget.

Q: What is it like having a former mayor (Bill Barlow) as one of your councillors?

A: I would have to say that I find it very humbling. In my opinion, Bill was an excellent mayor and to have him on council with his vast knowledge and expertise in municipal politics is invaluable to me. Given the number of years Bill served the community of Gimli, and the fact that the rest of us are all new to council, it is a particularly beneficial in that he brings continuity to the table. And besides that, he is a good friend and mentor and I couldn't be happier to have him on council.

Q: Your council recently decided to hold a future meeting in Winnipeg, rather than Gimli. What's that about?

A: Again this is all about communication. As with many resort communities in Manitoba, Gimli has a large seasonal population. And they are significant and important part of our community. When I was going door-to-door during the election, I often heard from seasonal residents that they felt somewhat disconnected from council because they are seasonal. In my opinion, taking one meeting annually to Winnipeg will give council the opportunity to connect with this portion of our population prior to the summer season.

Q: How to you balance everything – work, council, and family?

A: My family always comes first. As for work and being mayor, establishing priorities at both jobs and delegating is the only way for me to maintain balance. It isn't always easy, but fortunately I am surrounded by a lot of supportive and capable people in all areas of my life.

Q: Can you highlight one or two of the main issues facing Gimli right now?

A: Balancing growth with infrastructure will be an ongoing challenge. We are fortunate to have steady residential and commercial growth in our community, but we must plan for growth so that we are in a position of being proactive rather



Gimli Mayor Tammy Axelsson at the Municipal Office. (Photo courtesy of Jim Mosher, Interlake Spectator)



Mayor-elect Tammy Axelsson being congratulated on election night. (Photo courtesy of Jim Mosher, Interlake Spectator)

than reactive. Consultation with the public and professionals will assist council in establishing a solid long-term plan for the future of Gimli. Lake Winnipeg is another high priority issue that needs to be dealt with now and on an ongoing basis. There is recognition and agreement that the lake is at risk. But we now also have lots of information available to us to guide us in the steps that are necessary to minimize that risk. Again, we need to establish a plan to protect this precious natural resource.

Q: As a woman, do you think you bring a different perspective to the council table?

A: We all bring different perspectives to the table, not so much because of our gender, but more importantly because of whom we are as individuals, our personal backgrounds and experience. However, I will say that I have noticed a real disparity in the number of women mayors and councilors at the municipal events I have attended to date. It seems that, although we have come a long way

As Executive Director of the New Iceland Heritage Museum, Tammy Axelsson has an abiding passion for her hometown. Though born in Winnipeg, she was raised in Gimli, and graduated from Gimli High School in 1978. She was away from Gimli for a decade, including seven years in BC and three years in Iceland, where she met her husband **Jon Gretar Axelsson**. The couple has two children – Fiona, 16, and Daniel, 17.

Courtesy of the Interlake Spectator

since women were granted voting privileges in Manitoba in 1916, we still have a long way to go. FCM's Forum magazine had a great article in the September/October issue. It points out the movement to elect more women to municipal councils. In the article it states, "The United Nations defines 30% as the minimal percentage of women required for government to reflect women's concerns. Canada would need 2,120 more women in elected office to reach 30% ... that means increasing the number of women in municipal government by roughly 100 every year for 20

years." (Editor's note: *Municipal Leader's* series on 'Diversity in Municipal Politics' featured an article focusing on Women in Politics in our Summer 2005 issue.)

Q: How do you spend your 'down' time?

A: What down time? Actually, I most like to spend my down time doing things with my family and catching up with friends. I enjoy sleeping in, traveling, movies, a good book and anything else that doesn't require a lot of thought. ☺

See you at Rural Forum

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3rd Annual Municipal Innovations Award

All municipalities have experienced change since incorporation. For some, this change has meant continued growth and prosperity. For others, change has meant new approaches are needed for long-term sustainability. For this reason, the AMM in consultation with the Department of Intergovernmental Affairs and Trade, developed the *Tools For Change* toolkit to help officials assess the health of their municipality and look at ways of improving how they do business.

The Municipal Innovations Award given out for the third year at this year's Municipal Officials Seminar is part of the *Tools For Change* initiative and is designed to recognize excellence in municipal practices that improve governance, administration, service delivery, or inter-municipal cooperation. Submissions were evaluated based on a number of criteria, including complexity and creativity, overall impact, community support, and regional cooperation.

This year's award goes to the **Municipality of Killarney-Turtle Mountain**.

"The panel had a difficult task, with a number of excellent entries that all deserve commendation," said AMM President **Ron Bell**. "What ultimately worked in the of Killarney-Turtle Mountain's favour was the complexity of their project – it involved an actual change to the *Municipal Act*."

That change means that the *Municipal Act* now allows different rates of taxation within one municipality, something Killarney-Turtle Mountain residents were concerned with prior to the amalgamation. "We heard over and over that the rural areas did not want to pay for services in urban areas, and vice versa," explained CAO **Jim Dowsett**. "Once that changed, we could proceed with the full support of our ratepayers."

Background

The Town of Killarney and RM of Turtle Mountain have, for some time, looked for ways to work together to maintain effective service delivery in a cost-efficient manner. A strong relationship between the two led to an exploration of restructuring opportunities. Issues related to financial stability, long-term



The entire Municipality of Killarney-Turtle Mountain Council was on hand to receive the 2007 Municipal Innovation Award. (L-R) AMM President Ron Bell, Councillor Lorne Whitelock, Mayor Brian Moore, Councillor Gerry Blixhavn, Councillor Dwight King, Councillor Peter Heide, Assistant Administrator Joan Kemp, CAO Jim Dowsett, Councillor Gwen Tripp, and Councillor Randy Hodge

viability, community development, economic development and operation efficiencies were seen as advantages to amalgamation. Council representation and taxation were seen as problem areas that needed to be addressed before any decisions could be made at the community level. Addressing these priorities showed the councils that the taxation issue would be difficult to overcome under the current *Planning Act*.

With assistance from other orders of government, *The Municipal Act* s.52(1)ii was modified to ensure that equitable taxation would be possible for urban and rural residents. This change, along with many other decisions regarding representation and services, allowed the Town of Killarney and RM of Turtle Mountain to officially become the Municipality of Killarney-Turtle Mountain on January 1, 2007.

Laurie Davidson, Assistant Deputy Minister of Intergovernmental Affairs, said the amalgamation was complex. "They had to find solutions to a number of issues," she said. "The communities managed the process very well through a solid plan and public participation/communication process."

Davidson noted that this was not the first attempt at amalgamation for the Town and RM. "After a previous attempt, the communities worked at solidifying their relationship and increasing the number of services they shared," she explained. "The amalgamation is a true success in that the communities are satisfied and plans are being made for the future as one stronger municipality."

In his acceptance speech, Mayor **Brian Moore** also suggested that the use of differential mill rates is what allowed the amalgamation to proceed. "We thank the Province for allowing the different mill rates. That is what allowed us to do this," he said. Moore also noted the timing couldn't be better. "This summer marks the 100th anniversary of the town and the 125th anniversary of the RM. What a great time to join together!"

And, while the Municipality is pleased to be this year's Municipal Innovation Award winner, Moore was quick to point out that their journey is just beginning. "An amalgamation is a work in progress," he explained, "and we have a long road ahead with many challenges. Our council has never felt that the status quo is good enough for our community. If we aren't looking for ways to improve how we deliver services, then we are falling behind."

To view the Municipality of Killarney-Turtle Mountain's complete submission, as well as the submissions from the other finalists, visit the AMM website at http://www.amm.mb.ca/res_tools.html. ☎

The Leader will be following up on the Killarney-Turtle Mountain experience in our three-part series 'Anatomy of an Amalgamation,' which premiered in the last issue. Look for the next instalment in the Summer 2007 issue, published at the end of July.

2007 Municipal Innovations Award Finalists

There were four other excellent submissions for the 2007 Municipal Innovations Award:

Better Municipal Business Practices

Rural Municipality of Wallace

Water Supply Expansion Project

Finding a reliable water supply is a challenge for many rural municipalities. In 2003, the RM of Wallace surveyed their residents and found that approximately 75 per cent were unsatisfied with either their water quality or quantity. This spurred the Council of the RM of Wallace to search for a solution to their water problems in order to secure future economic growth and development. First, the RM partnered with the Federal and Provincial Governments to formulate a plan that would produce long-term results. The project was completed in phases allowing residents to take advantage of the cost-shared approach through Federal and Provincial infrastructure funding programs. Residents were kept informed of the progress of the project, and in August 2003 a secure and reliable water supply was found in a neighbouring rural municipality. With support from the RM of Miniota Council and the Water Services Board, the RM Council proceeded to design and tender the project. Construction on this \$3 M project progressed between 2004 and 2006. This project will reduce costs for residents and will increase opportunities for commercial, industrial and residential developments.

Town of Russell

Tax Increment Financing

In 2005, various groups approached The Town of Russell Council to support a number of projects, including Main Street lighting, Main Street streetscaping, heritage building restoration, museum creation, and development of a multi-use facility. The Council recog-

nized that all the proposed revitalization projects would require financial and human resources and the support of various orders of government. Rather than attempt to contribute to each project individually, the Council encouraged the stakeholders to coordinate their efforts into a long-term vision. This vision evolved into a single revitalization strategy estimated to cost between \$6 M and \$10 M. In order to generate revenue for this project, the Town of Russell Council created a Tax Increment Financing (TIF) Zone. The TIF zone was established through regulations in The Municipal Act and revenues will be used to levy funding from private and government sectors. Although the revitalization project is still in its preliminary stages the Town of Russell Council believes that it will result in a number of positive spin-offs including economic benefits and community involvement.

City of Dauphin and Rural Municipality of Dauphin

Energy Efficient

Multi-Event Community Arena

Across Canada there is an increasing demand for energy efficient buildings. The City and RM of Dauphin have coordinated their efforts to plan and construct a multi-event community arena facility that focuses on state of the art energy efficient technology. The new facility is connected to the existing recreation complex (which houses a wave pool, banquet facilities and curling rink) and utilizes numerous environmentally friendly innovations such as high efficiency lights, R28 insulation, Arena Shield and water efficient fixtures. The main innovation, however, is a refrigeration and heat reclamation system that collects and recycles the heat energy used to maintain the ice surfaces in the arena and curling rink for heat requirements for the rest of the building. This system decreases the time required to make ice while providing heat throughout the entire complex, removing the need for additional heating systems. By implementing energy efficient technology the City of Dauphin and RM of

Dauphin produced a quality facility with a potential reduction of \$75,000 in operating costs annually, as well as a reduction in greenhouse gas emissions.

Service Sharing Agreements

Town of Grandview and Rural Municipality of Grandview

Shared Municipal Office

The Town of Grandview and RM of Grandview have faced numerous challenges as a small town and farming community respectively. The Councils of the Town of Grandview and RM of Grandview recognized the importance of being efficient in the delivery of services to local residents. Currently services that are shared on a 50:50 basis include: cemetery, library, recreation services, waste disposal site, recycling depot, physician recruitment initiatives, physician housing incentives, ambulance services, fire protection and emergency measures. These have been coordinated through occasional joint council meetings and formal agreements. In 2004 the Town of Grandview and RM of Grandview agreed to share office space through the purchase of a building. Numerous issues were initially discussed prior to this move including the amount of space required, private and shared space, confidentiality and privacy, noise level, office traffic and public acceptance. These discussions showed that the advantages outweighed the disadvantages, and to this end the quality of service offered by both the Town of Grandview and RM of Grandview have improved.

What is **your** municipality doing? Let us know! Submit your innovative municipal ideas to the AMM as part of the Tools for Change program.

Watch for application forms to be sent out in January 2008 for the **4th Annual Municipal Innovations Award** that will be given out at MOS 2008 in Brandon.



BUSINESS CONTINUITY PLANNING: FIRST STEPS FOR MUNICIPALITIES

Submitted by the Manitoba Emergency Measures Organization (EMO)

A chemical spill has forced the evacuation of part of your community. A burst water pipe has flooded the municipal office. Half of your equipment operators have the flu and can't come to work.

These seem like three very different scenarios, but from the perspective of the people who depend on you, they're not. Whatever has caused a disruption, the people who depend on you are only concerned about whether you can deliver the services they require.

Business Continuity Planning (BCP) is emergency preparedness focused on the delivery of your minimally essential services. Many municipalities are growing increasingly concerned about business disruptions, especially in context of pandemic planning. An investment in BCP will provide your municipality with the starting points to prepare, respond and recovery from disruptions as severe as a public health emergency or as routine as a winter storm.

FLEXIBLE, ADAPTABLE PLANS

BCP is based on 'all-hazard' emergency preparedness principles, which are based on generic and flexible preparations that can be adapted to suit a wide range of events. This is fundamentally different than an approach based on a specific hazard, which will be of limited value should an actual emergency differ from your planning scenario.

While BCPs can be developed in many ways, the following methodology is widely accepted and promoted as best practices:

- *Risk Assessment:* Start by identifying the vulnerability and impact of a variety of

hazards to your municipal operations. This will help focus the services your office will need to deliver during serious events, and also identify priority concerns when you're able to develop more specific plans.

- *Business Impact Analysis:* A Business Impact Analysis should identify three critical points – what minimal services your municipality will need to perform during a disruption, how quickly those services need to be delivered, and what resources are required.
- *Priorities for Restoration:* During a major disruption, you may need to make decisions on what gets done now and what can wait. A Priorities for Restoration list will provide a guideline for making these decisions.
- *Strategy Development:* There's more than one way to solve a problem. In this step, get your staff thinking about the different ways to deal with a disruption, not only the first approach that comes to mind.
- *Plan Development:* Once you've decided what needs to be done and when and how, it's time to write the plan. Your plan should be simple, easy-to-follow, and identify the jobs that need to be done and who will do them. It should include procedures for activation, the chain-of-command, and contact information for employees, the general public, media, and key stakeholders.
- *Training and Exercises:* Your BCP is only as good as the people who will be using it – be sure to follow-up your investment with training, education, and exercises.

WHEN IT'S ALL DONE

The contents of your BCP are, in a sense, fairly simple – they describe the minimal services required by your municipality, when it needs to be done, who is going to do it, and how they are going to do it. If you can cover those basic points, you're in very good shape.

With that completed, you can start looking at areas that are a specific concern, either because their impact or probability would be high. One example that people are especially concerned about is a pandemic influenza.

BCP AND PANDEMIC PLANNING

Developing a BCP does not mean you have a pandemic plan, but it will give you a good starting point for developing a pandemic plan. This is not an easy task, but the pandemic threat has been well researched, and provides a good foundation for specific planning around a public health emergency.

The Province recommends planning assumptions that suggest half of all people will be unable to come to work over a period of about eight weeks, 35% of people may be sick, and 3% of people may die. Although there will be serious societal impacts if this happens, it is very hard to predict what these will be – don't let this stop you from taking your BCP and developing a pandemic plan. The services you presently provide are what your ratepayers will continue to expect, so focus on these in your plan. There will always be unknowns in a disaster, but that shouldn't stop us from working on things that we know require attention. \$

GETTING STARTED

Here are some resources that provide a starting point in developing your BCP:

www.manitobaemo.ca – The provincial government's agency responsible for emergency management has a number of resources on preparedness and BCP issues.

www.gov.mb.ca/emo/bcp.pdf – An overview presentation from Manitoba EMO on BCP from a municipal perspective.

www.drie.org – Disaster Recovery Information Exchange is an international, not-for-profit organization of BCP professionals. The Central Region Chapter, based in Winnipeg, is a tremendous resource for developing contacts and learning more.

www.dri.ca – Disaster Recovery Institute provides education, training, and the promotion of best practices for BCP.

www.gov.mb.ca/pandemic – General information from the provincial government on pandemic planning.

www.nfpa.org – National Fire Prevention Association standard 1600 is becoming widely accepted as the best practice for emergency and business continuity planning. A copy of 1600 can be downloaded for free, and includes an outline of recommended elements in your BCP.



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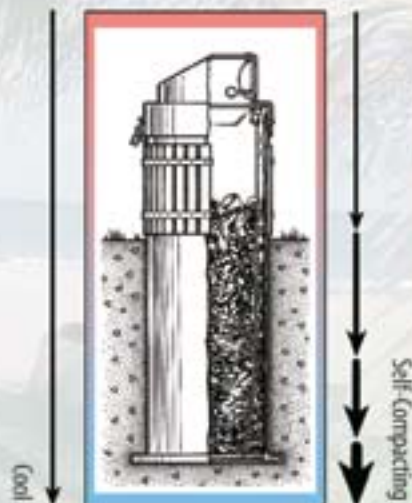
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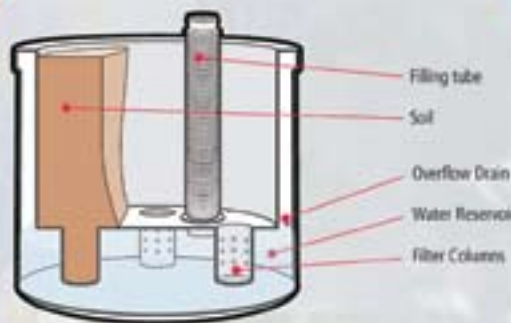
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Trans Canada Trail: path to outdoor recreation

By Kimberly Ballance, AMM Senior Policy Analyst



THE TRANS CANADA TRAIL

(TCT) is a recreation corridor that is approximately 18,000 km, linking all Canadian provinces and territories and connecting over 800 major cities and small towns along its path. The TCT will be the longest recreational trail in the world when it is completed. Currently about 65% of the trail has been finished with substantial completion anticipated by 2010. Manitoba has about 1300 km of the TCT within its boundaries with plans for expansion to connecting and non-connecting spur trails. The TCT is a national form of recreation infrastructure that provides year-round health benefits to trail users.

The Trans Canada Trail was announced as part of Canada's 125th anniversary celebration in 1992 and by 1993, the Manitoba Recreational Trail Association (MRTA) was designated as officially responsible for the coordination of building and maintaining the trail within Manitoba. The MRTA developed criteria for the development of

the TCT, which included the use of abandoned rail lines, provincial parks, wildlife management areas and municipal land. In 2000, the Department of Culture, Heritage and Tourism began to provide financial assistance to the MRTA to support in fulfillment of its mandate.

“The TCT will be the longest recreational trail in the world when it is completed.”

The Trans Canada Trail is rapidly proceeding throughout Canada and provides recreation paths for biking and walking and in certain areas other activities such as cross-country skiing, horseback riding

Trans Canada Trails – Manitoba Trails

In Manitoba, trails are located in these areas:

South Whiteshell
North Whiteshell
Pinawa
Blue Water
Red River North
Winnipeg Trails
St. Norbert Heritage Trails
Crow Wing
Altona Rhineland Gretna
Stanley
Miami Thompson
Lorne
Victoria Millennium
Glenboro South Cypress
Carberry North Cypress
Neepawa Langford
Rossburn Subdivision
Crocus

For detailed information about each trail, visit the Manitoba Recreational Trails Association at <http://www.mrta.mb.ca/transcnd.html>.



“The trail section located within Manitoba has been detailed for users through the production of a series of six, water resistant maps outlining its route.”



Map courtesy the Manitoba Recreational Trails Association



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and snowmobiling are permitted. Strong scientific evidence now supports the many health benefits of regular physical activity. Frequent physical activity is known to be an effective preventive measure that lowers health risks, thereby reducing pressure on the health care system and alleviating costs associated with health care. Walking and biking have shown to lower blood pressure, reduce body fat, enhance mental well being, increase muscular strength and promote bone growth in children. Simple activities, such as walking, can be done by children, adults and seniors and can fit in with any lifestyle, income bracket, culture or domestic circumstance.

In Manitoba the TCT passes southeast from Saskatchewan through Roblin, Rosburn, Neepawa, then along the Pembina River to Altona, north to Winnipeg and Grand Marais, and finally, southeast to Lac du Bonnet, Pinawa and Falcon Lake. The trail section located within Mani-



toba has been detailed for users though the production of a series of six, water resistant maps outlining its route. (More information on these maps is available at <http://www.mrta.mb.ca/transcndmaps.html>.) For many other provinces, maps have been slower to appear albeit a demand for them by the public. However as more sections of the TCT reach completion trail associations have more time to concentrate on promotion.

The Trans Canada Trail assists in the preservation of green spaces and outdoor recreation. It educates, protects and promotes wildlife and wilderness areas in a way that continues to allow public access. The TCT enables people to experience historical points of interest, ecologically unique areas and scenic landscapes while providing opportunities for active living and quality time with family and friends. These green spaces contribute significantly to the community and the province. ♻️



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Recreation and leisure funding

By AMM Staff

Manitoba Hydro Programs

There are a number of programs offered by Manitoba Hydro to reduce energy consumption while reducing operating and maintenance costs in residential, commercial and industrial buildings. A selection of these programs are listed below that could assist in recreation and leisure facility upgrades:

Recreation Facilities – evaluation of facilities and comparison to similar facilities within Manitoba; provide potential energy saving measures

Commercial Building Envelope Program – reduction in heating and cooling loads; improve air quality; focus on air barriers, insulation and windows

Commercial Building Optimization Program – improve whole building system performance and operating efficiency; decrease building operation and maintenance costs; extend equipment life

Commercial HVAC – reduce greenhouse gas emissions; reduce maintenance and operating costs; focus on heating equipment, ventilation and air conditioning

Power Smart Design Standards – whole building approach to energy efficient new construction; environmental leadership

Commercial Custom Measures – customized evaluation focused on your needs

A complete list of Manitoba Hydro programs is available at <http://www.hydro.mb.ca/>.



THERE ARE A NUMBER of programs that municipalities access recreation and leisure funding assistance. A brief summary is given below:

Municipal Rural Infrastructure Fund (MRIF)

The MRIF is a program that is sponsored by the Federal Government in order to work in partnership with provinces, territories, municipalities, First Nation communities and the private sector. The MRIF invests in local infrastructure projects that are vital to sustaining economic growth and supporting an enhanced quality of life. Project areas include water, wastewater, solid waste, municipal energy improvements, public transit, cultural, tourism and recreational infrastructure, local roads and broadband connectivity. Priority is given to projects that foster the principles of sustainable development.

In order to achieve a balance between urban and rural infrastructure needs a mini-

mum of 80% of available funding under the MRIF is dedicated to municipalities with a population of less than 250,000. Funding is cost-shared on a one-third basis, although flexibility is granted in areas with unique circumstances or where communities have no tax base. In Manitoba, the program is delivered through Western Economic Diversification for municipal projects and through Indian and Northern Affairs Canada for First Nation communities. Currently projects are selected through the use of a joint federal-provincial/territorial Management Committee. The AMM participates in this committee in an advisory capacity within the Manitoba negotiations.

Between 2005 and 2007 the MRIF supplied \$120M for municipal infrastructure projects in Manitoban communities. Unfortunately this funding was supposed to be allocated over five years and therefore a gap in funding has been created. Currently Manitoba's portion of the MRIF has been depleted indicating the high need

for this type of project funding. There are a few projects that were not completed following approval by the Management Committee and those funds will likely be redistributed to alternative applicants. It is expected that the Federal Government will direct new funding to the MRIF following the release of the 2007 budget.

Building Manitoba Fund

The Building Manitoba Fund was established in 2005 in order to invest approximately \$600M in Manitoba municipalities over five years. This fund has taken the place of Manitoba's Provincial Municipal Tax Sharing (PMTS) agreement and expanded the funds available by the equivalent share of fuel taxes therefore providing two sources of growth revenue for municipalities. The income tax sharing will be 4.5% of corporate and personal income taxes. The fuel tax share is the equivalent of three cents per litre (two cents per litre from the gas tax plus one cent per litre from the diesel fuel tax).

The Building Manitoba Fund is providing \$83.1M to Winnipeg in 2006/2007 and \$45.7M to other municipalities in the same time period. These are increases of \$4.5M and \$3.4M respectively for this year. In 2006 a portion of the fund was dedicated to municipal recreation and library facilities and by 2008 this dedicated allotment should provide \$7.0M for this purpose.

Neighbourhoods Alive!

The Neighbourhoods Alive! program is a Provincial Government initiative that was designed to provide community organizations in designated neighbourhoods with needed support for long-term, community-based, social and economic development strategies. Neighbourhoods Alive supports community projects in the following areas: housing, physical improvements, employment, training, education, recreation, safety and crime prevention.

Another vital portion of the Neighbourhoods Alive! program are Lighthouses. Lighthouses enhance public safety through the provision of recreation, education and social programs for young Manitobans. Lighthouses use schools, recreation centres and community facilities outside school hours for sports, arts, music and other activities organized by and for local youth. This program funds a wide variety of recreation and other programs that promote anti-vandalism, safety and crime prevention and community relationship-building. Funding for Lighthouse sites is

available up to \$1,000 per month with the Provincial Government covering as much as 50% of the operating costs.

Neighbourhoods Alive! was recently expanded to include five more communities - Dauphin, Flin Flon, The Pas, Portage la Prairie and Selkirk. Currently the Provincial Government is creating criteria that will be used to service the maximum number of communities within the current mandate.

Community Places

The Community Places program is a Provincial Government initiative that provides grants and technical assistance to not-for-profit community organizations for projects that provide recreation and wellness facility infrastructure to communities. Since the program's inception in 1986 a majority of projects have focused on the repair of existing facilities with increasing emphasis on environmental sustainability and those that increase use of the facility. Projects however can include facility construction, facility upgrades, capital acquisitions and expansions. In 2006/2007 funding was allocated to 22 community groups with a total of \$167,800.

Applications for the Community Places Program are available in November of each year and are due in February. Successful applicants are notified in the spring. The Community Places Program provides funding to successful applicants for up to 50% of the first \$15,000 of project costs and up to one-third of project costs over that amount. The maximum grant is \$50,000.

Millennium Trail Development

Millennium Trail Development grants are designed to assist local trail associations in the creation of trails that promote outdoor recreation and healthy physical activity. The Province of Manitoba initiated the Manitoba Millennium Trail Development Project in 2000. The initiative provides funding for the development and construction of the Trans Canada Trail and other independent local and regional trails.

The Manitoba Recreation Trails Association administers up to 50% of eligible project costs. Eligible costs include technical/professional services, wages and benefits, materials, equipment rentals and directional and regulatory signage. Ineligible costs include expenditures for the purchase of land, tools and equipment, legal fees, consultant's fees, finance charges, meals and travel costs. \$

Recent funding announcement from the Building Manitoba Fund:

Village of Benito

- \$100,000 for library upgrades

City of Flin Flon

- \$400,000 for community recreation facilities

City of Thompson

- \$500,000 for regional recreation centre

RM of Alexander

- \$400,000 for new library construction

Selkirk, St. Andrews, St. Clements

- \$600,000 for new regional library

Dauphin

- \$200,00 for recreation complex parking lot

Town of Grandview

- \$500,000 for new community hall

Websites

MRIF

- www.infrastructure.gc.ca/ip-pi/mrif-fimr/info_e.shtml

Building Manitoba Fund

- www.gov.mb.ca/finance

Neighborhoods Alive!

- www.gov.mb.ca/ia/programs/neighborhoods

Community Places

- www.gov.mb.ca/chc/grants

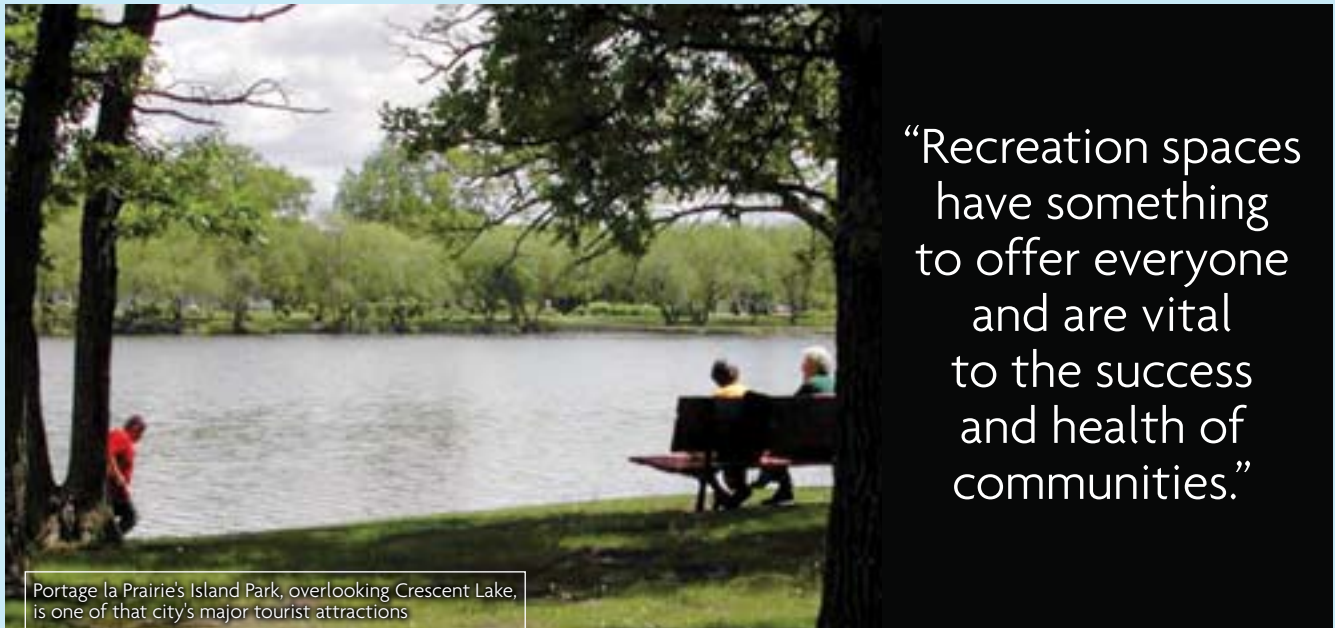
Millennium Trail Development

- www.mrta.mb.ca/documents/ManitobaMillenniumFundCriteria2002.pdf



Green spaces and beyond: a broad look at the benefits of recreation space

By Kimberly Ballance, AMM Senior Policy Analyst



GREEN SPACES AND RECREATION FACILITIES have something to offer everyone from toddlers and teens to adults and seniors. These community places are a cohesive force in neighborhoods, towns and cities. They are as important to the identity of a community as are museums, libraries and other valuable resources. People in large, densely populated urban areas admit that without urban green spaces they would drown in a sea of unrelieved asphalt, while smaller urban areas relate that community spaces encourage local interaction and a sense of belonging.

Green spaces have been recognized as major contributors to both the physical and aesthetic quality of communities. As well, green spaces are being held responsible for many positive contributions to larger urban policy objectives, including youth development, job opportunities, public health, and community building. Frequent physical activity is known to be an effective preventive measure that lowers health risks, thereby reducing pressure on the health care system and alleviating costs associated with health care. Also, providing space for recreational opportunities has been a successful crime prevention method and can, therefore, reduce the cost of policing.

This perspective on recreation space is increasing the attention that these valuable contributions have on the vitality of communities and their residents. Recreation opportunities allow youth to build both skills and strengths that they will use throughout their lives. Contemporary research indicates that youth that can access community-based programs are better able to increase the skills

and knowledge required for healthy development. These young people are then able to choose rewarding paths due to the provision of programs and opportunities that have built their physical, intellectual, emotional and social strength.

Recreation space also increases employment opportunities in the community and fosters economic development. Frequently recreation facilities are able to provide summer or part-time employment for youth (often their first experience with paid employment). There are also long-term positions for residents as well as valuable training opportunities related to recreation and maintenance.

When a community provides places to enjoy fresh air and exercise, it is working to increase the health of residents, build and strengthen ties among community members, and encourage participation in recreation planning and management. Community interaction and involvement contribute to individual health and well-being, security and livability of the whole community. These ties effectively increase the social capital within a town or city. They provide ways for information, values and social expectations to flow. They empower people to tackle community-wide problems, embark on collective actions, and advocate effectively for their community.

Other benefits specific to outdoor green spaces can be seen in the ability for them to increase neighborhood quality. This has been confirmed through studies that have found there is a statistically significant link between property values and proximity to green space, including parks and urban-forested areas

(Phillips, 2000; Tyrvainen and Miettinen, 2000). This connection between urban parks and the quality of communities is getting more attention from community leaders and developers as they attempt to make their community more attractive to both residents and potential residents.

Tourism is another significant benefit of green spaces and recreation facilities. These places often become a major attraction for a community, and are used as a marketing tool to attract tourists, conventions and businesses. They can assist in shaping the identity of a community and give residents pride in their hometown. Organized events and programs increase the direct and tertiary positive impacts for communities.

Green spaces can also increase environmental benefits. Trees and soil are natural filters for water pollution by removing polluted particles such as nitrogen, phosphorus and potassium, from water before it returns to waterways. Trees also can mitigate the effect of heat that is absorbed by streets and buildings. Evaporation from a large tree can produce the cooling effect of 10 room-sized air conditioners operating 24-hours-a-day (US Department of Agriculture).

Recognition of the importance of recreation spaces and investment in recreation is vital for Manitoba to build the competitiveness of its municipalities. Recreational opportunities are essential components of the health and well-being of communities. Access to a variety of recreational activities helps to attract vibrant individuals and families and encourages them to remain residents over the long-term.

Recreation spaces have something to offer everyone and are vital to the success and health of communities. They are an essential facet of neighborhoods, towns and cities and should be fostered through recognition, investment and community involvement. ♻️

References:

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- Tyrväinen, Liisa and Antti Miettinen. 2000. "Property Prices and Urban Forest Amenities." *Journal of Environmental Economics and Management*. 39(2): 205–23.
- U.S. Department of Agriculture, Forest Service Pamphlet #FS-363, cited in "Benefits of Trees in Urban Areas," Colorado Tree Coalition, <http://www.coloradotrees.org/>.



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Recreation centres the heartbeat of Manitoba communities

By Terry Ross



Pilot Mound volunteers working on their Millennium Recreation Complex

WE CAN HAVE our spiritual needs met at our respective places of worship; we can learn and have town hall meetings in our schools; and we can purchase necessary goods and services at local businesses in town. However, there is nothing that brings Manitobans together as much as a hockey game, a curling bonspiel, a swim meet, a social, or a concert. And where are these events held? That's right, at the local recreation centre.

There are a number of newer 'rec' centres in the province that stand as shining examples of what is possible when a community really pulls together. This article will discuss five rec centres – two have been around for a few years (Selkirk Arena and Altona Aquatic Centre), one just opened its arena component last April (Dauphin), one is hoping to open for the '07-'08 hockey season (Pilot Mound Millennium Recreation Complex), and one is in the initial planning stages (Portage la Prairie Rec Centre). Here are their stories.

Selkirk Arena

When discussing new 'rec' centres, Selkirk Arena is the veteran of the group and a true trailblazer. Completed in 1990, the complex contains an 85 x 200 ft. ice sheet and seats

3,000 spectators. The arena's claim-to-fame is a geothermal pump system that offers energy efficiency and environmental benefits in its state-of-the-art heating and cooling system.

City of Selkirk CAO **Chris Luellman** told *The Leader*, "As rural Manitobans have learned, a community centre can quickly become the heartbeat of a community. Selkirk Arena is a jewel, admired by most other communities."

Chris said the arena has contributed greatly to 'putting Selkirk on the map.' "Most Manitobans have heard of our facility. It has been the site of numerous national and international hockey championships and, in fact, will help host the IIHF World Women's Hockey Championships this April 3 to 10. It has even hosted the Juno Awards."

Altona Aquatic Centre

The 35,000 sq. ft. Altona Aquatic Centre opened to the public on June 10, 2000 at a cost of \$950,000. The Aquatic Centre provides Altona residents and visitors with a vast array of water-based activities. Features of the centre include:

- Junior Olympic pool
- Wading pool and water play area for youngsters

- Massive water slide
- Diving board
- Water cannons
- Jumbo spraying sunflower
- Beach volleyball courts
- Pool house that includes changing rooms, bathrooms, showers and lockers
- Poolside concession stand
- Recreation offices

When the issue was first raised in the community about the feasibility of such a centre, wise heads prevailed and **Jack Harper**, former head of the University of Manitoba's Recreation Department, was hired to produce a green space survey and feasibility study. According to **Ron Epp**, Recreational Services Manager for the Town of Altona & Area, it was money very well spent. "It gave us a blueprint to follow and it got everyone on the same page," he said. "I feel it was key to the entire process. Once we knew where we were headed, the entire community climbed on board, especially in the area of fundraising."

To take Altona's recreation plans into the 21st Century, a Millennium Plan committee was formed consisting of five smaller committees. One of these was the fundraising committee, whose members devised a plan



After eight years and a total community effort, Pilot Mound has its rec centre.



to raise revenue by means of two streams: individual and corporate. Through events such as an annual fundraising dinner and a telephone blitz; a pledge program for individuals, families and companies that extended up to five years in duration; and a couple of grants from senior levels of government; the target was achieved.

Asked what the Aquatic Centre has meant for the community, Ron said, "Since the centre opened, we have had to more than double the size of our neighbouring campground from 150 sites to 400. And we had to initiate a reservation system to accommodate the demand." Ron added that families residing in the campground will spend a good part of their time at the Aquatic Centre, but they are also downtown shopping, eating in local

restaurants, having their vehicles serviced at local facilities, and so on. In short, this facility is much more than an aquatic centre.

Pilot Mound Millennium Recreation Complex

In 1999, Pilot Mound found itself with a recreational infrastructure deficit. Its curling rink and hockey arena were both over 50-years-old and in need of costly repairs. Interested parties expressed the need for a complex that could house both facilities.

Soon, representatives from the day care centre and the community theatre came forward expressing a similar need for new facilities. Other groups expressed the need for a fitness centre with an indoor walking track. After much

discussion, a decision was made to construct a multiplex to encompass all of these needs, and the Pilot Mound Recreation Complex project was born.

Around the same time, news came that the recreation complex in Sun Dance, site of the former Manitoba Hydro town built for employees while the Limestone Generating Station was being built on the Nelson River, was for sale. Pilot Mound purchased the Sun Dance facility for \$25,000. Volunteers made the 12-hour trip north, dismantled the Sun Dance complex, and transported it back to their picturesque community in the Pembina Valley. It was backbreaking and risky work – but those who were involved saw it as a rewarding adventure.

The building committee applied green building technology wherever possible. Any



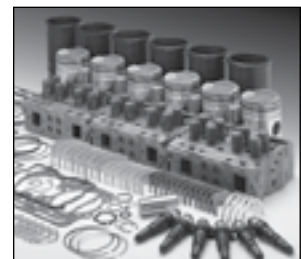
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materials from the north that could not be reused were sold. Construction was divided into a series of phases. Phase 1 involved the construction of the concrete foundation, gravel compaction, other ground installations and the erection of the salvaged structural steel. Phase 2 saw the complex enclosed with a standing seam roof and insulation, metal exterior walls and doors. The arena boards and glass, for which the National Hockey League Players Association assisted with the financing, have been installed.

According to **Pat Sutherland**, Pilot Mound Millennium Recreation Complex Chairman, the work crew is currently installing piping and strapping, soon to be followed by interior walls. He said, "There are 12 to 20 volunteers in there every day. The progress is amazing. We hired a professional bricklayer from another town to teach a team of volunteers his craft. He figured we would lay 200 bricks in a day. We laid 300."

Fundraising took on many forms from the very small to the very large. There were meat draws, toonie draws, donations from current and former residents, corporate donations, mega garage sales, farming rented land, growing produce for sale, raffles, lotteries, and a large bi-annual auction.

To borrow from the popular TV commercial, the benefits of the volunteer efforts

transcended fundraising and construction; it brought the community together and is, in fact, priceless! Young citizens have learned important lessons about selflessness and civic involvement. Former residents have rediscovered their roots and contributed time, sweat and money. Fundraising efforts have produced fringe benefits such as orchestral performances, dinner theatres, New Year's Eve celebrations, community dinners, hockey tournaments and curling bonspiels. Pilot Mound was even in the running for CBC-TV's *Hockeyville* crown last year. All these benefits and initiatives combine to bring the community together.

Update: A recent \$570,000 grant from the Canada-Manitoba Infrastructure Program and a \$25,000 donation from James Richardson International has meant the 'Miracle on Ice' has reached its \$3 M target. The town's youth hockey team, the Pilots, will be playing in the centre by December.

Portage la Prairie Multiplex

At the time of writing, a Recreation Committee made up of citizens has commissioned a feasibility study for a multiplex to serve the region in and around Portage la Prairie. Engineering consultant Stantec has released its report, and, according to **Dale Lyle**, CAO of the City of Portage la Prairie, the councils

for both the City and the RM of Portage la Prairie are currently studying the report.

Reeve **Toby Trimble** from the RM of Portage la Prairie told *The Leader*, "It's still in the initial discussion stage and we'll be meeting soon to see where we go from here. We've been talking with the City and doing our homework. We've also talked with other Manitoba municipalities that have gone through this process, in order to get their perspective. Even on a holiday in Victoria, I met a councillor there who sent me a BC study on recreation needs. The more information we have, the better decision we will be able to make."

City of Portage la Prairie Mayor **Ken Brennan** said, "By the time this issue of *The Leader* is out, we hope to be making a very exciting announcement. This issue has been around for 30 or 40 years and I feel it is time. It will be a project that will cost in the neighbourhood of \$25 to \$30 M (Editor's note: the Mayor stressed that this was a rough "guesstimate."), so we must perform our due diligence. Having said that, I feel a multiplex is something the community wants and, thus, the City has a strong interest in the project."

Update: On March 28, Councils from the City and RM of Portage la Prairie pledged their support for a new recreation facility at a press conference at Portage Centennial



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Arena. The City will contribute up to \$16M and the RM will contribute up to \$8M to replace Portage's aging arena. The Portage Recreation Committee will also seek corporate sponsors and private donations. The new facility will include an indoor swimming pool and two sheets of ice, along with other recreational facilities.

Parkland Recreation Complex (Dauphin)

The community of Dauphin undertook the development of Phase 1 of the Parkland Recreation Complex in 1995. Phase 1 included Manitoba's first indoor leisure pool, a six-sheet curling rink, banquet room, lounge and administrative offices for the Dauphin Joint Recreation Commission.

Phase II, completed in April 2006, was necessary for the future recreation needs of the community as the existing arena was at the end of its life cycle. Numerous deficiencies including outdated equipment, structural problems, inadequate seating and a variety of facility design issues deemed it unsuitable for renovation. The multi-event community arena facility built in its place – known as "Credit Union Place" – is attached to the existing recreation complex, with the entire complex now enjoying the positive economic returns that accompany the ability to host large events. (The Dauphin Recreation Commission describes the location as a "mini-industry" during each of the major events hosted, contributing direct economic benefit to local and area businesses.)

Energy-efficient technology used in the new arena is projected to reduce operating costs by up to \$75,000 annually and reduce greenhouse gas emissions. The project was even a finalist in the AMM's 2007 Municipal Innovation Awards (see page 20 for a project summary). The City and RM are most proud however, of the way the community came together to see the project become reality. In their submission to the Municipal Innovation Award committee, Mayor **Alex Paul** and Reeve **Dennis Forbes** agreed, "It is extremely important for the entire community to work together towards a common goal. Despite the general consensus that councils are elected to make difficult decisions, in order to truly ensure a successful community project the general public needs to be consulted and feel part of the process."

Manitobans are very fortunate to live in a province where quality of life is seen as a necessity and recreation is viewed as an important component of this necessity. As we see in this story, Manitobans also realize that many hands can get things done – and done properly. For this, we should all be thankful. ☺

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Where do we spend our recreation dollar?



The following was presented at MOS on February 26 by Kris Doull. It is a product of Professional Environmental Recreation Consultants Ltd. (PERC), developed by principals Brian Johnston and Bill Webster.

In terms of Parks & Recreation

A local government should use recreation as a vehicle for achieving certain socially worthwhile goals and objectives, where such achievement clearly results in some form of indirect benefit (public good) to all residents of the community.

Foundation statement

The community will direct its efforts toward achieving the greatest 'public good' possible in return for the investment of limited available public resources designated by council each year.

Mission statement

The community will use leisure services as a vehicle in achieving socially worthwhile goals and objectives, where the achievement of such goals and objectives clearly results in some form of indirect benefit (i.e., public good) to all citizens.

Two worthwhile goals and objectives:

- 1. Use leisure services to further the growth and development of the community:** (i.e., through first establishing a broadly felt community identity and then developing a widely held community spirit and, finally, to the evolution of a community culture.)
- 2. Use leisure services to further the growth and development of the individual:** (i.e., the social, emotional, moral, and physical development of each member of the community.)

21 SERVICE OBJECTIVES

GOAL #1 - DEVELOPMENT OF A SENSE OF COMMUNITY:

1. Special Events

Special events (e.g., carnivals, fairs, and the likes) can contribute to a feeling of community identity and spirit. Therefore, the municipality should be involved in sponsoring special events to the extent necessary to ensure promotion of this objective.

2. Support to Local Groups

Local clubs, groups and agencies are and will be organizing and sponsoring leisure opportunities. The 'people doing things for themselves' aspect of such groups is socially worthwhile and desirable. The municipality should support such groups in their efforts. Support may occur in a number of ways, including subsidized access to facilities, assistance in leadership training, provision of specialized equipment or the provision of operating grants.

3. Sporting Events

Community identity, spirit and culture can be fostered through the environment generated by spectators at athletic events. In such events, sport can be closely linked with community identity and pride. Because of this, opportunities should be provided for spectator experiences at athletic events.

4. Exposure to the Arts

Artistic endeavors (both performing and visual) represent one of the most significant aspects of developing a community culture. Through exposure to the arts, local residents should develop a better understanding and appreciation of the cultural aspects of a community.

5. Social Functions

Because social functions are a valuable vehicle to use in developing community cohesion and identity, the public sector should ensure that such opportunities exist.

6. Protecting Natural Resources

The protection of natural aesthetic features, vistas, natural phenomenon and features of historic significance and the provision of public access to such features will contribute to a greater understanding of and pride in the community and, therefore, contribute to community growth.

7. Beautifying the Community

The extent to which residents see a community as being visually pleasing is directly related to the potential for creating community identity, spirit and culture. Therefore, to make a community more beautiful is a worthwhile social objective worthy of tax support.

8. Family-oriented Services

The family unit is an integral building block of community growth. Opportunities should be provided for families to pursue leisure as a family unit.

9. Generations & Sub-groups

Community growth can be fostered through increased contact between people of varying age groups. The more contact and interchange between seniors and younger adults and children, the greater the potential for community growth. Thus, in the provision of leisure services, attempts should be made to provide such contact and interchange between seniors and younger residents with a view toward transmitting cultural heritage across the generations.

Community growth can further be fostered through an integrative mixing of various ethnic groups so that each better understands and appreciates the differences and strengths of the other. Multicultural recreation services can be used as a vehicle in making the community more cohesive.

Integrating into mainstream programming various groups with special needs can also foster community growth. Whether individuals have physical, emotional or mental special needs, recreation can be used as a leveling and integrative force.

GOAL #2 - DEVELOPMENT OF THE INDIVIDUAL:

10. Fitness (Well-being)

Fitness, in this context, is used broadly as a synonym for wellness, and refers to mental and emotional, as well as physical fitness. The fitness level of every resident should be increased at least to a pre-determined minimum level with opportunities available for progress beyond this point.

11. Pre-school Opportunities

An opportunity should exist for every pre-school aged child to participate with other children in a variety of leisure experiences, in order to:

- Expose the child to social settings
- Foster gross motor development
- Provide a happy and satisfying atmosphere where growth can occur
- Teach basic safety skills and attitudes.

12. Basic Leisure Skills for School-aged Children

A wide variety of leisure pursuits in areas like sport, performing arts, visual arts, outdoor nature oriented skills, and hobbies, should be identified, and basic skill level instruction in each should be provided for school-aged children in order to:

- Provide exposure to skills that may form the basis for lifetime leisure activities
- Contribute to motor and fine motor physical development
- Provide settings in which social, moral and emotional growth can be fostered
- Provide the basis for leisure education (i.e., the teachings of the benefits of and wise use of leisure time).

13. Advanced Leisure Skills for School-aged Children

Opportunities should be provided for those children who wish to further develop their interest and skills in a wide variety of leisure pursuits beyond the basic level.

14. Social Opportunities for Teens

The maturing from youth to adult that occurs during teenage years is often a critical time. It is also a time when individual difficulties may result in social problems. Hence, opportunities should be provided for teens to:

- Learn about themselves and how they will react to various social settings and pressures
- Develop positive social/emotional/moral skills, principles and convictions

- Develop positive leisure lifestyle patterns that will remain with them through adulthood.

15. Basic Leisure Skills for Adults

Opportunities should be provided in a wide range of leisure endeavors and hobbies for adults who wish to be exposed to such endeavors and learn some basic skills in each.

16. Advanced Leisure Skills for Adults

Opportunities should be provided for those adults who wish to further develop their interests or abilities in a wide variety of leisure pursuits.

17. Opportunities for Seniors

Opportunities should be provided for senior citizens to participate in the leisure activities of their choice in order to:

- Maintain overall fitness levels
- Maintain social contacts and continue to be involved in social environments
- Provide a continuing sense of worth and meaning of life through continuing personal growth.

18. Interpreting the Environment

Opportunities should be provided for every local resident to learn about, understand, relate to and experience all aspects of his/her environment.

19. Reflection / Escape

Often growth can occur through escape, reflection, contact with nature and relaxation in a serene natural environment. Because of this, opportunities should be provided for residents to experience nature.

20. Leisure Education

All residents should be educated as to the best use of leisure time and the accompanying benefits.

21. Communication System

A communication/information system should be established and maintained whereby all residents are made aware of all leisure opportunities.

SUBSIDIZING LEISURE SERVICES

Justification for subsidy

Services will be subsidized only if and to the extent that indirect benefit to the entire community can be demonstrated.

Need for subsidy

Services will be subsidized only to the extent necessary to realize the indirect benefit above.

Publicly sponsored leisure service must:

- Meet socially worthwhile goals and objectives and clearly demonstrate a benefit to all residents of the community; and
- As far as reasonably possible be accessible to all residents of the community.

Service delivery process

Although this process is meant to suggest long-term direction within which to provide parks and recreation, it will be important each year to adjust priorities and services. The following series of steps suggest how this short term planning should occur.

The Council should **first inventory each of the services it now provides and catalogue them under the 21 service objectives it is responsible for achieving.** Figure 1 provides a basis for that assessment.

Before budget preparation each year Council and staff would use a chart such as that illustrated to document the extent to which each of its services actually contributes to each objective. Instead of simply putting an 'X' in the box to indicate whether or not a service meets an objective, a three-point weighting scale could be used to show whether the service contributes in a modest, moderate or major way. Completion of this chart will show where the Council's resources are currently being focused.

One point is particularly worthy of note. A service that contributes to only one objective is not automatically less important or effective than a service that contributes to many objectives.

Consideration must also be given to **the cost of, how many other services are directed at the same objective, the priority of the objective, and the extent to which the service meets the objective.** If, for example, a play school program was the only service directed at the pre-school objective, and it cost very little, and the objective was considered a very high priority, the fact that this service met only one objective would not make it less important than other services which contributed to many objectives, most of which were low priority, perhaps contributed only marginally and operated at high cost. Any service that does not contribute directly to the objectives, nor supports other activities which do, would be a candidate for termination.

Figure 1 - Department Activity/Service Objective Matrix

| Service Objective | A | B | C | D | E |
|--|---|---|---|---|---|
| 1 Special Events | | | | | |
| 2 Support to Local Groups | | | | | |
| 3 Exposure to Sporting Events | | | | | |
| 4 Exposure to the Arts | | | | | |
| 5 Social Functions | | | | | |
| 6 Protecting Community Natural Resources | | | | | |
| 7 Beautify the Community | | | | | |
| 8 Opportunities for Family Units | | | | | |
| 9 Mixing Generations and Sub-groups | | | | | |
| 10 Fitness and Wellbeing | | | | | |
| 11 Pre-School Recreation Opportunities | | | | | |
| 12 Basic Skill Development for Children | | | | | |
| 13 Advanced Skill Development for Children | | | | | |
| 14 Social Opportunities for Teens | | | | | |
| 15 Basic Skill Development for Adults | | | | | |
| 16 Advanced Skill Development for Adults | | | | | |
| 17 Recreation Opportunities for Seniors | | | | | |
| 18 Interpreting the Environment | | | | | |
| 19 Reflection/Escape | | | | | |
| 20 Leisure Education | | | | | |
| 21 Communication | | | | | |

A: Arena, B: Pool, C: Programs, D: Parks, E: Sports fields

Service Contributions:
 3 – In a major way 2 – In a moderate way 1 – in a modest way 0 – not at all

After reviewing the inventory chart, the Council may decide that a number of the objectives are not as well served as others, and set the attainment of these objectives as higher priorities for the coming year. This, of course, would have an impact on budget considerations. In subsequent years, these priorities may be relatively well served in relation to other objectives and new priorities may emerge.

The second step would be to prioritize the service objectives to determine where more should be done. Figure 2 is a template for that process.

Each participant would be given a specific number of priority votes. The column on the left represents the total of all these votes. The other column shows the top ranked priorities where the highest number of votes is the highest priority.

The final step would be to attempt, over the coming year, to render the Communities activities more effective at meeting the 21 objectives and more specifically the highest priority service objectives. To achieve this, the Council would review the inventory chart (Figure 1) from each of the two axes independently.

To start, the separate rows of the chart, each representing a service objective, should be analyzed with a view toward more effective strategies for achieving each.

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Figure 2 - Prioritization of Service Objectives

| Foster Sense of Community | | | Foster Growth of the Individual | | |
|--|-------|------|---|-------|------|
| | Score | Rank | | Score | Rank |
| Special Events | | | Fitness and Wellbeing | | |
| Support to Local Groups | | | Pre-School Recreation Opportunities | | |
| Exposure to Sporting Events | | | Basic Skill Development for Children | | |
| Exposure to the Arts | | | Advanced Skill Development for Children | | |
| Social Functions | | | Social Opportunities for Teens | | |
| Protecting Community Natural Resources | | | Basic Skill Development for Adults | | |
| Beautify the Community | | | Advanced Skill Development for Adults | | |
| Opportunities for Family Units | | | Recreation Opportunities for Seniors | | |
| Mixing Generations and Sub-groups | | | Interpreting the Environment | | |
| | | | Reflection/Escape | | |
| | | | Leisure Education | | |
| | | | Communication | | |

For example, the Council might brainstorm new ideas for achieving a specific objective. Then it might estimate costs and benefits of each item on the list, prioritize them and implement only those that are most cost effective.

At the end of the year an evaluation process would reveal success or lack thereof in achieving a specific objective. The cost of the strategies could then be weighed against the benefits, and adjusted the following year to delete those that are least effective. Where appropriate, new strategies could be implemented.

This process/responsibility may be the given to the Recreation Commission, who's role would be to evaluate the community's delivery of leisure services and recommend to Council future priorities. This process could also assist non-profit groups who receive funding, a process for planning and justifying receipt of annual funding.

There are many ways in which communities evaluate and support their programs, facilities and services. This model is only one way to set goals, objectives, priorities, allocate funding, set fees and charges and plan for the future. This process can be adapted to fit most delivery systems offering recreation and leisure services.

In adopting the above, the community realizes a number of advantages:

- The spending of tax funds on leisure services can be easily justified to the public (on the basis not only of the direct benefit to users but also indirect benefit to all)
- The rationale for activity is sufficiently clear that the effectiveness of the community's recreation delivery system can be measured. The weakness of most evaluation models is in the setting of rather motherhood, unmeasurable goals and objectives that

can be inconsistent with each other.

- The rationale for fees and charges policies (the degree and type of subsidization) becomes clearer.

- Planning for the future allocation/protection of resources becomes possible because a proactive rather than reactive stance is assumed. \$



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Alternative recreation options

By Kimberly Ballance, AMM Senior Policy Analyst



TRADITIONAL RECREATION

options are those that are commonly found in many communities. They can include simple play structures, arenas, curling rinks, sports fields and multi-use recreation centres. Communities choose traditional options because they are able to offer a variety of recreation options that are enjoyed by numerous people. Logic tells us that these are well used by youth, adults and seniors alike and provide ways for families and friends to enjoy healthy activities. New forms of recreation are appearing as communities look for fresh and innovative recreation options for residents that are efficient and effective.

Spray Parks

A spray park, or “sprayground”, is a zero grade playground with interactive sprinklers that come in many forms, from ground to upright sprayers. The play surface is non-slip and has no standing water. This form of aquatic environment allows everyone, from young children to adults to people with disabilities to play and enjoy, and can be an indoor or outdoor facility. The average spray park is 230 square meters (2,500 square feet), however size varies depending on the number of people it will be accommodating and the number of water features that will be included. Generally designs assume that

Brandon's Stanley Park Spray Park

The City of Brandon developed a spray park on the site of an existing, under-used paddle pool. The transformation has been highly successful since the official opening in July 2001. The location was chosen due to the large number of children and families in the area that would benefit from this alternative form of recreation. The City did not anticipate the huge rise in users, and within the first three weeks of operation numbers surpassed the total number of paddle pool users over the three previous years. For this reason, the City of Brandon, through its proposed master plan, is planning on spending \$2 million to develop five new spray parks over the next 11 years. This installation has been extremely positive and has also proven to be an environmentally sustainable solution as there has been substantial water and energy savings.





“Alternative recreation options are viable in areas where a community is interested in exploring new ways to introduce activities into current recreation streams. These alternatives can require reduced resources for municipalities and can increase interest in healthy activities.”

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each person using the facility will require 2 square meters (20 sq. ft.).

Common features include spray park controllers that turn off all the sprinklers when there is no activity in the area and water activators, which allow the sprinklers to be turned on and off by children. Both these features save water and power thereby reducing operating costs. Other components that can be included are water cannons, ground sprayers, tower sprayers, spiral sprayers and manual water pumps. The variety of components offers users the ability to interact with the equipment through exploring the site. Components can also be designed as part of a theme.

There are numerous benefits to constructing a spray park. Communities select this aquatic option, as there is a significant cost difference between replacing a traditional pool and constructing a new spray park. These recreation areas can typically be open longer than outdoor pools, depending on the park location. Frequently these systems include a treated, re-circulating water system, which reduces water utility costs and promotes conservation.

Adventure Playground

The concept for Adventure Playgrounds was developed by a Danish landscape architect after World War II. He noted that children preferred to play in dirt and lumber from the post war rubble rather than the normal asphalt and cement playgrounds and play structures that he designed. He realized that children had the most fun designing and building their own equipment and manipulating their environment. The result was play areas that included earth, fire, water, and other creative materials.

Currently there are about 1,000 adventure playgrounds in Europe, with Germany alone having over 400. This momentum has also increased in Japan. In the USA there are currently two adventure playgrounds, both of which are in California.

Playgrounds are areas where children can discover their skills and strengths as well as interact and cooperate with other children in design and building projects. Adventure Playgrounds emphasize open access, experimentation and non-directive play. Not surprisingly, research has shown that children advance in a greater number and variety of activities in adventure playgrounds, and this form of recreation area has proven to be far more popular than traditional or contemporary designs.

Adventure playgrounds are constantly evolving and changing. The original model has been modified, but the concept and phi-

losophy remain the same; to allow children a place to play where they are able to control their physical environment.

Geo-caching

Geo-caching (Pronounced “geo-cash-ing”) is a sport that involves a GPS unit and a hidden container, also known as the cache, containing a logbook, pencil/pen and possibly prizes. The idea behind the sport is simple – hide a cache, note its coordinates with a GPS unit, give the coordinates to a group and let them find the cache using their GPS unit. Upon finding the cache, users enter their information into the logbook and take a prize.

The sport was created in May 2000, while a GPS enthusiast was testing the accuracy of his GPS unit. He called the idea the Great American GPS Stash Hunt. He posted the coordinates of his hidden cache on the Internet and waited. Within three days two different groups found the cache and word of the game spread. For the first few months, geo-caching was confined to existing GPS users, however as the cost of the technology has steadily decreased, the number of participants is rising.

There are a number of factors that need to be considered in the placement of a cache. Pointers for hiding a cache include answering the following questions:

- Will it be easy to get to? The best hiding spots are areas that require some time to

get to and preferably places that you can only get to on foot. This will decrease the chances that your cache will be plundered.

- Will it be easy to find? The cache should be easy to find with a GPS, but not so easy that someone may innocently stumble upon it.
- Will it be on public or private property? Ask permission of the owner or administrator of the property to ensure that the location is acceptable.
- Will it cause unnecessary concern? Use common sense when choosing a location for your cache. Do not place it anywhere that it might be confused with something dangerous.

The person who hides the cache is ultimately responsible for it, so ensure that the hiding spot is safe, accessible and appropriate.

Geo-caching is an activity that can be enjoyed by individuals and groups of all ages. It encourages people to engage in healthy activity and challenges physical and mental abilities.

Alternative recreation options are viable in areas where a community is interested in exploring new ways to introduce activities into current recreation streams. These alternatives can require reduced resources for municipalities and can increase interest in healthy activities. ♻



Geo-caching can be enjoyed by all ages



| | Location | Festival | Dates (2007) |
|---|-----------------------------|---------------------------------------|------------------|
|  | Altona | Altona Winter Carnival | February 2 |
| | Altona | Manitoba Sunflower Festival | July 27-29 |
| | Arborg | SummerFest Fair & Rodeo | July 20-22 |
| | Ashern | Ashern Rodeo | September 1-3 |
|  | Austin | Manitoba Threshermen's Reunion | July 25-28 |
| | Beausejour | Can. Power Toboggan Championships | March 3-4 |
| | Bird's Hill Provincial Park | Winnipeg Folk Festival | July 5-8 |
| | Boissevain | Turtle Mountain Festival | July 27-29 |
|  | Boissevain | Turtle Mountain Metis Days | July 7-8 |
| | Boissevain | Boissevain Fair and Rodeo | June 23-24 |
| | Brandon | Rural Forum | April 26-27 |
| | Brandon | Manitoba AgDays | January 16-18 |
| | Brandon | Manitoba Summer Fair | June 6-10 |
| | Brandon | Brandon Jazz Festival | March 15-17 |
| | Brandon | Royal Manitoba Winter Fair | March 26-31 |
| | Brandon | Manitoba Livestock Expo | November 1-3 |
| | Carman | Carman Fiddle Festival | August 10-12 |
| | Carman | Carman Country Fair | July 12-14 |
| | Cartwright | Ponderosa Days | August 3-5 |
| | Churchill | Aurora Winterfest | March 19-23 |
| | Clear Lake | Wasagaming Weekend | August 10-12 |
| | Dauphin | Canada's National Ukrainian Festival | August 3-5 |
| | Dauphin | Dauphin's Countryfest | June 28 - July 1 |
| | Dauphin | Dauphin Agricultural Society Fair | June 28-30 |
| | Falcon Lake | Beaver Days | February 9-11 |
| | Flin Flon | Bust the Winter Blues Festival | February 9-11 |
| | Flin Flon | Flin Flon Trout Festival | June 29-July 1 |
| | Gilbert Plains | Gilbert Plains Fair & Rodeo | July 20-22 |
| | Gillam | Firefighters' Rodeo | June |
| | Gimli | Islandingadagurinn/Icelandic Festival | August 3-6 |
| | Gimli | Gimli Film Festival | July 27-31 |
| | Grand Marais | Grand Marais Family Festival | February 9-11 |
| | Grandview | Grandview Winter Carnival | March 10 |
| | Gretna | Hot Spot Festival | September 8-9 |
| | Hamiota | Hamiota 115th Agricultural Fair | July 19 |
| | Hamiota | Centennial & Homecoming | July 18-22 |
| | Killarney | Killarney Homecoming | July 5-8 |
| | Killarney | Prairie Pioneer Days | July 7-8 |
| | Lac du Bonnet | Spring Fling | April 20-21 |

| Location | Festival | Dates (2007) |
|---------------------------------------|--|---------------------------|
| Leaf Rapids | Leaf Rapids Winter Carnival | March 16-18 |
| Lockport | Lockport Children's Winter Festival | January 27-28 |
| Lynn Lake | Lynn Lake Winter Carnival | March 2-4 |
| Minnedosa | WinterFest | February 3 |
| Minnedosa | Fun Fest & Heritage Days | July 13-15 |
| Morden | Winter Carnival | February 17 |
| Morden | Morden Corn and Apple Festival | August 24-26 |
| Morris | Manitoba Stampede and Exhibition | July 19-22 |
| Neepawa | Lily Festival | July 20-22 |
| Niverville | Olde Tyme Country Fair | June 8-9 |
| Norway House | Treaty & York Boat Days | August |
| Opaskwayak Cree Nation | Opasquia Indian Days | August 13-18 |
| Pine Falls, Powerview, St. Georges | 4-P Festival | August 31- September 3 |
| Plum Coulee | Plum Fest | August 17-19 |
| Portage la Prairie | WinterFest | February 9 |
| Portage la Prairie | Portage Potato Festival | August 18 |
| Portage la Prairie | Portage Industrial Exhibition | July 7-9 |
| Roland | Pumpkin Fair | October 6 |
| Russell | Beef & Barley Days | October 5-8 |
| Selkirk | Manitoba Highland Gathering | June 30 |
| Selkirk | Triple S Fair and Rodeo | July 13-15 |
| Selkirk | Annual Fun & Frolics Children's Festival | July 13-15 |
| Shoal Lake | Thunder and Ice Festival | February 9-10 |
| Shoal Lake | Just 4 U Daze | June 16-17 |
| St. Claude | Carnival | January 26-28 |
| St. Georges | Festival Chateauguay | July 15-18 |
| St. Laurent | Festival Manipogo | March 16-17 |
| St. Malo | St. Malo Summer Festival | September 1-3 |
| St. Pierre-Jolys | Sugaring-off Party | April 14 & 15 |
| St. Pierre-Jolys | Frog Follies | August 3-6 |
| Ste. Agathe | Cheyenne Days | July 28 |
| Ste. Rose du Lac | Hoof N' Holler Days | October 5-7 |
| Steinbach | Pioneer Days | August 3-6 |
| Stonewall | Quarry Days | August 24-26 |
| Swan Lake | Gathering of the Nations | July 14-15 |
| Swan River | Harvest Festival | August 27 |
| Swan River | Northwest Roundup and Exhibition | July 26-29 |
| Teulon | Teulon Days | June 15-17 |
| Teulon | Veselka Ukranian Festival | May 25-27 |
| The Pas | Northern Manitoba Trappers' Festival | February 14-18 |
| The Pas | Opasquia Agricultural Fair | June 16-17 |
| Thompson | WinterFest | February 9-11 |
| Thompson | Thompson Nickel Days | June 15-17 |
| Treherne | Treherne Agricultural Fair | June 17 |
| Viriden | Viriden Indoor Rodeo and Wild West Daze | August 17-19 |
| Viriden | Viriden Agricultural Fair | July 11-13 |
| Viriden | Viriden 125th Homecoming | June 29-July 1 |
| Winkler | Winkler Harvest Festival and Exhibition | August 10-12 |
| Winkler | Pembina Thresherman's Reunion | September |
| Winnipeg | Folklorama | August 5-18 |
| Winnipeg | Festival du Voyageur | February 9-18 |
| Winnipeg | Winnipeg Fringe Theatre Festival | July 18-29 |
| Winnipeg | Jazz Winnipeg Festival | June 14-23 |
| Winnipeg | Red River Exhibition | June 15-24 |
| Winnipeg | Winnipeg International Children's Festival | June 7-10 |
| Winnipeg | Winnipeg International Writers Festival | September 23-30 |
| Winnipeg Beach | Wonderful Winter Weekend | February 16 |
| Winnipeg Beach | Boardwalk Days | July 27-29 |
| Winnipegosis | Winnipegosis Winterfest | March 17-18 |





Assessing identity theft exposure in municipalities

By Ken Fingler, Director, Risk Management
and Bert Walker Assistant VP Claims for HED Insurance and Risk Services

What is identity theft?

Identity theft occurs when someone uses another person's personal identity information without his or her knowledge or consent to commit a crime, such as fraud or theft.

Criminals may use someone's name, birth certificate, credit card number, Social Insurance Number (SIN) and other personal information to open credit card and financial accounts, redirect mail, establish cellular phone service, rent vehicles, equipment, or accommodation, and even secure employment. If someone has used another person's identity, that person could be left with bills, charges and damage to their credit rating, unless steps are taken to stop the identity theft and repair the damage.

According to the Canadian Anti-Fraud Call Centre, *Phonebusters*, in 2006 there were 249 identity theft complaints in Manitoba, down from 394 in 2005. During the same period, there were 7,778 incidents in all of Canada, down from 12,409 in 2005.

Exposure of businesses, governments and other outside interests

Financial fraud crimes linked to Identity Theft occur in Canada because personal information is collected and retained more than ever before, and the risk of theft multiplies every time that information is transmitted, retained or disposed of **in an unsafe manner**. An increasing number of cases are "inside jobs" conducted by individuals who have access to an organization's sensitive data.

Members of the public are becoming wary of giving out information, and are learning more about their right to privacy every day. Increasingly they are holding organizations responsible for protection of their personal information. Breaches of that responsibility are publicized extensively and become not only huge legal problems, but also large public relations nightmares.

Exposure of municipalities

Every municipality in Manitoba collects, transmits and retains personal information on the residents and service providers in

their jurisdiction. Criminals can use simple data such as names, addresses and telephone numbers to commit fraud.

Through the course of the year, many administrators, councillors and community committees have access to other sensitive personal data belonging to residents, and others, such as bank account information on cheques or Pre-Authorized Chequing for taxes, service fees and other community activities. Some of these instances may include knowledge of credit card information, property titles/ownership information and property assessments.

Although credit card companies in Canada limit the liability of individual cardholders for the fraudulent use of that individual's card, the publicity surrounding a breach is

enormous and can be very detrimental to the entity that allowed the breach. Recent examples of the scale of the negative publicity that can be generated are the breaches involving Winners and Home Sense.

Public entities are usually held to a greater degree of accountability than corporations, especially the public government system, so damage to image, and the public's trust in that entity from a breach is usually significant, always negative, and very well publicized.

In addition, should the personal information that municipalities collect fall into the hands of criminals due to a negligent lack of security on the part of a municipality or breach of confidentiality by an employee, the municipality **may be** held responsible for the costs incurred to rectify the disruption to the individual's credit rating and replacement of personal items such as SINs, drivers licenses, credit and bank cards. These costs can include legal fees, lost wages and other costs, in addition to the amounts incurred by the thief on credit and debit cards.



Minimizing the exposure

Although insurance is available to compensate individuals and entities that are victims of identity theft; or those that are held responsible for an identity theft incident, the adoption and implementation of proper risk management processes is the best method to minimize the exposure to a potential incident that may result in identity theft. Policy deductibles and premium costs may not prove their worth in the event of a claim. Processes that stress the proper and secure collection, handling, transmission, storage and destruction of personal information in its various forms are the most important risk management tools. Some of the most serious breaches have occurred from improper or accidental disposal of sensitive information. All records containing this type of information should be shredded before disposal.

All municipalities in Manitoba are required to formulate policies for the management and protection of records and information in accordance with the *Personal Information Protection and Electronic Documents Act (PIPEDA)* and the *Freedom of Information and Protection of Privacy Act*. Development and adherence by all staff to policies encompassing information from these references will provide a solid foundation for the minimization of the potential for a municipality to be involved in an incident that may lead to Identity Theft.

Secure handling and storage of cheques and credit card information is also important. The need to collect and retain this information should be avoided, but if necessary, all bank and credit card information must be protected from theft or other abuse no different than other personal information. Treat this information the same as cash! It has the potential to be significantly more valuable.

Further information is available from:

Consumer Measures Committee, Office of Consumer Affairs, Government of Canada, <http://cmcweb.ca/epic/site/cmc-cmc.nsf/en/fe00084e.html>

The Department of Public Safety and Emergency Preparedness, Government of Canada, http://www.safecanada.ca/identitytheft_e.asp

Phone Busters – The Canadian Anti-Fraud Call Centre, <http://www.phonebusters.com>

If you should have any further questions please contact Bert Walker (Ext 7295) or Ken Fingler (Ext 7279) at HED Insurance at 1-800-665-8990. ☎

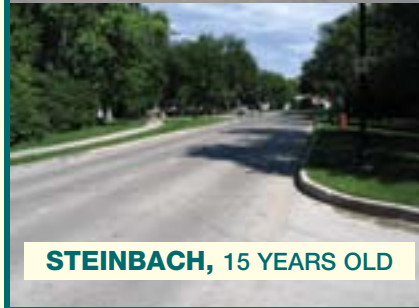
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Caution with precaution

By John D. Stefaniuk, Partner, Thompson Dorfman Sweatman LLP

Municipal and environmental decision-making can be frustrating experiences for both participants and the decision makers. Inaccurate information and “junk science” are often dumped on committees. The members, who are usually laypersons, are then stuck with trying to separate the wheat from the chaff in the midst of what is often an adversarial process. The latest, hot “buzz-words” are thrown into the mix, often incorrectly. (The term “due diligence,” for instance, is one that is being beaten about beyond all recognition – probably by the same people who use “disrespect” as a verb.) The term that I want to focus on in this article is the “precautionary principle.”

The use of the “precautionary approach” or “precautionary principle” in decision-making had become commonplace even before the term was featured in the 1992 *Rio Declaration on Environment and Development*. The precautionary principle has received considerably more local attention since the principle was mentioned (albeit in a non-binding part of the decision) in the Supreme Court of Canada’s 2001 judgment in *Spraytech v. Hudson* and in the subsequent Ontario Court of Appeal decisions in *R. v. City of Kingston* and in *Crop Life v. Toronto*. Since *Spraytech*, it has cropped up in a whole range of municipal reports, environmental review commission findings and terms of reference and in more and more legislation and court decisions.

The term “precautionary principle” is often not fully understood by our decision-makers and political representatives. The precautionary principle does not mean, “prohibit something unless it can be proven safe.” It is not a NIMBY (not in my backyard) equivalent. The most universally accepted statement of the principle is set out in the *Rio Declaration* as follows:

Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.

What it means is that if there is good scientific evidence of possible serious or irreversible environmental harm, the fact

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that science cannot be completely prove that the harm will occur is not a reason to put off taking cost-effective preventative steps.

An excellent discussion of the principle can be found in the Government of Canada publication *A Canadian Perspective on the Precautionary Approach/Principle*. It emphasizes the following key elements of the principle.

First, the principle is both science-based and risk-based. It requires the application of sound, scientific decision-making as to what the probable risk of an activity is and an evaluation as to what level of risk is acceptable. Sound scientific information is to be the basis for making a decision as to whether or not there is a need to take action and what the appropriate action should be. Particular weight is to be given to peer-reviewed science and reasonableness in judgment. Societal issues and the public tolerance for risk must also be weighed.

Second, the decision-making process needs to be fair and transparent and involve the public. All positions should be examined and subject to cold, hard scrutiny, based on the facts and on the weight of recognized opinion, not fancy or conjecture and not on political expedience. While the burden of proof may be placed on the proponent of an activity, it should also be remembered that no one can be expected to categorically prove that any activity will have absolutely no risk of harm or show with certainty that nothing bad will ever happen.

Third, any measures that are adopted to deal with the identified risk should be proportionate to the severity of the risk, non-discriminatory as between those carrying out the same or similar activities and the most cost-effective alternative for all affected. Decision makers often forget this part of the equation. Why prohibit an activity, if there is a cost-effective way to reduce the risk? Make sure that you treat everyone doing things that involve the same risks the same way. If you need to take action, do what is most cost-effective for the affected person and for the municipality. Where there are alternatives, pick the one that restricts trade the least.

Fourth, restrictions should be reviewed as new information is received and as the community's desired level of protection changes. If the risks are proven more or less likely or if the consequences are seen as being of greater or lesser concern, then the appropriate changes to any regulatory measures should be made.

Let's look at a not so imaginary scenario. Mrs. Jones uses rose dust to keep the aphids off of her rose bushes. Health Canada and Environment Canada say, based

on their studies, that her use of the product is not harmful to health or the environment. What kind of information and expertise should a municipality need before it tells her otherwise? If the municipality thinks that she will use an unsafe amount of rose dust, should it ban rose dust altogether or should it make her hire an applicator who is licensed by the Province (or get a license herself)? What kind of information and expertise should a municipality have before it then tells the licensed applicator that the Province's restrictions are not good enough? Should it then ban the activity, and put the applicator out of work, or should it

set up its own restrictions? How far should those restrictions go? Is there another reasonably priced, equally effective product that is safer to use? Farmer Brown sprays his crops with a product that contains one of the same ingredients as the rose dust. Do the same rules then apply to both Mrs. Jones and Mr. Brown?

When applied properly, the precautionary principle is a valuable tool for managing risk and protecting the environment without unnecessarily restricting legitimate activities or compromising economic development. So, use frequently – apply with caution. \$

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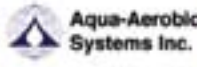
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2007 Municipal Officials Seminar & MTCML Trade Show

February 26-27

Delegates



Minister of Intergovernmental Affairs, Steve Ashton, chats with delegates



Some breakout sessions included small group discussions



L to R - Councillor Wayne Scott, RM of Glenella, Reeve Tony Kushner, RM of Glenella and Councillor Wayne Hollier, Town of Neepawa



Breakout sessions were well attended



Reeve Kim Taylor, RM of Pembina and Councillor James Cockerline, RM of Louise



L to R - AMM Eastern Rural Director William Danylchuck, AMM Past-President Stu Briesse, and Bill Brant of GENIVAR

Speakers



Larry McCabe, Town of Goderich, ON and Gianni Ciufu, Deloitte and Touche



Wayne Heide of the Office of Rural & Northern Health answers questions



Dori Gingera-Beauchemin, Assistant Deputy Minister, MAFRI



Bernice Bowley of Fillmore Riley and Ken Fingler of HED



L to R - Doug Smith, Jim Bakken, and Jim Ferguson of Green Manitoba



Kreesta Doucette, Manitoba Food Charter

Trade Show



A delegate tries his luck at HED's putting green



Leo Sichewski, Spectra Energy and Bill Porter, Manitoba Hydro



President Bell chooses a lucky winner from the Cubex booth



CAO Luc Lahaie, RM of De Salaberry, displays his prize



RM of Portage la Prairie Reeve Toby Trimble and Councillor Garth Asham chat with displayers



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Member Advisory

Change to annual MOS dates

The AMM Board has decided to permanently change the dates of the annual Municipal Officials Seminar and Trade Show (MOS) to the Wednesday and Thursday falling during the third week in April each year. Traditionally, this event has been held on a Monday and Tuesday occurring at the end of February/beginning of March.

MOS dates
for 2008
are now:

**April 16
& 17, 2008
Keystone
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Brandon,
Manitoba**



The AMM Board came to this decision for two main reasons:

1. Our largest annual event, the AMM Annual Convention, takes place at the end of November each year. This leaves less than three months until the Municipal Officials Seminar and Trade Show. A longer time frame will allow us the opportunity to obtain top quality information on our important policy items. It will also give us time to prepare an agenda that will inspire our members and encourage even greater attendance.
2. Space for the MTCML Trade Show has definitely been an issue the last number of years. This change allows us to secure additional space for the event, which in turn allows us the opportunity to include all companies who have valuable products and services to offer you, our members.

We anticipate an excellent Municipal Officials Seminar and MTCML Trade Show in April, 2008. See you there!

Meet your front-line MTCML supplier reps

In the next few issues of *The Leader*, we will be introducing readers to the representatives of the MTCML supplier companies that provide goods and services to Manitoba personalities. These are those hardy individuals who travel our great province to ensure municipalities have what they need to conduct their day-to-day business serving Manitobans.



Bob Omeniuk
Westman Steel

Bob has been the territorial manager for Westman Steel, supplier of culverts and accessories to Manitoba municipalities, for 23 years.

In that time, Bob has seen “every nook and cranny of this great province of ours.” He says, “I’m a salesman because I love people. I find them fascinating. I simply love talking to people and developing relationships with them.”

“There’s such a wonderful cross-section of our population involved in municipal government.”

The great thing about the MTCML, from his personal point of view, is the variety of people he gets to meet. Bob’s municipal customers come from all walks of life – “Rural, urban, old, young, farm-

ers, business people – there’s such a wonderful cross-section of our population involved in municipal government. And I get to be right in the middle of it,” he says proudly.

According to Bob, another great part of his job is the travel. “Some people wouldn’t like being on the road as much as I am, but I love it. I get to see all of Manitoba – farmland, forests, Canadian Shield, villages, towns and cities – in every season. It’s beautiful – yes, even winter,” he says with a chuckle.

Away from work, Bob is an avid curler and hockey player. Family also plays a big part in his life. He enjoys watching his children participate in sports and spending time with his siblings and in-laws. Holidaying throughout North America has been an annual adventure, as well.



Wendyl Claire
Darwen Road Technologies Ltd.

Since 1982, Wendyl has been providing Manitoba municipalities with dust control and stabilization solutions for their roads. He has friends in the municipal field that date back to 1982 and he treasures these long-term relationships. He tells *The Leader*, “It’s very satisfying to befriend these people and, at the same time, develop something useful for them and their communities.”

The biggest challenge for Wendyl is to match product to the types of roads in question. Each road is unique and demands a specific dust control solution. Wendyl adds, “At times, I have to use all my powers of persuasion to convince the person in charge to alter his/her existing dust control method.

Some people don’t like change, but then you show them the newer products and how these can make their roads that much better (and safer), and they usually come onboard.” Currently, Wendyl is introducing MTCML customers to a new method of road stabilization for higher traffic roads in Manitoba.

Away from his ‘road work,’ Wendyl enjoys traveling with his wife, Darlene, who works for Century 21 Bachman and attends conferences throughout North America. For complete relaxation, Wendyl likes to sit on his deck, ponder life and watch the Red River flow by his property.

“It’s very satisfying to befriend these people and, at the same time, develop something useful for them and their communities.”



Ron Martel
Armtec

For 17 years, Ron has been the front line representative to municipalities for Armtec, providers of culverts and other construction needs.

In that time, Ron says the best part of it has been getting to meet the people representing municipalities (whether they be elected officials or office staff) and building up valued friendships.

The major and constant challenge, according to Ron, has been helping municipalities come up with creative ways to meet their budgets. "Each situation is different," he says. "It comes down to customizing the right solution for each municipal budget."

When he isn't helping his municipal clients, Ron spends his winters collecting and working on vintage snowmobiles (he currently has 11). In the summer he enjoys golfing and working in the yard.



Ken Fingler
HED Insurance and Risk Services

Ken is a 30-year veteran of the insurance industry and a familiar face at the MTCML Trade Show. For the past seven of those years, he has been dealing with the municipal market.

He says he really enjoys meeting and working with the municipal representatives who become HED clients, noting, "Municipal officials and staff come from a wide variety of

backgrounds and experiences. They are very interested in learning more and always have lots of questions."

Asked for the most challenging aspect of his job, Ken replies, "The toughest part of the job is answering questions when only given part of the background information."

For relaxation, Ken is an avid golfer in the summer months. He also enjoys the beach and traveling. When time allows, he also indulges in crossword and sudoku puzzles, movies and mystery novels.



Adrien Parisian
Airmaster Sales

Adrien is the 'new kid on the block' as Airmaster's municipal rep, having taken over the position from Paul Cayer. In an interview with *The Leader*, Adrien indicated he is thrilled with his new challenge. "I'm really looking forward to it," he says. "I'd been thinking about a career change for

some time now. Prior to this move, I had been in shipping and receiving for four years, the last one with Airmaster. While I got to know our product line in that position, I wanted to be involved with our customers. Now I get that opportunity."

To start him in his new position, Airmaster sent Adrien on the road with Paul. According to Adrien, "I'm currently spending a couple of weeks with Paul learning the ropes. It's great meeting all the new people I'm going to be calling on regularly."

The first municipalities Adrien visited were the Village of Dunnottar and the Town of Winnipeg Beach. He says, "The municipal officials and representatives I met couldn't have been more welcoming; they were great. I'll never forget them."

When he isn't working, Adrien loves the outdoors, especially camping and fishing. He is looking forward to combining this passion with his new career as he travels Manitoba's highways visiting his municipal customers on behalf of Airmaster Sales. Adrien sums up his newest challenge by concluding, "I'm a young, single 'people-person' who loves being outdoors. Now, my job is traveling around this beautiful province and visiting people on a regular basis to supply their signage needs. How good is that?"



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