



**MUNICIPAL** The Magazine of the Association of Manitoba Municipalities

Fall 2007

# Leader

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Mission: *Possible!***

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# FEATURES

## The AMM Welcomes new Board Members 14



## Manitoba Means Business (BizPaL) 16

## Make Way for Youth 18

## Ice Rinks go Underground for Energy 22



## 9th Annual AMM Convention 25

## Long Service Awards 48



**Cover:** The AMM's 9th Annual Convention takes place November 26 to 29 in Brandon, MB. This year's theme is "Mission: Possible!"

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# DEPARTMENTS

President's Report.....4	Education ..... 38
Executive Director's Report.....5	Municipal Profile..... 40
In Brief .....6	Insurance ..... 44
Meet Your Provincial Department (NEW!) ..8	Legal Corner ..... 54
MMAA Report.....10	Candid Camera..... 56
Upcoming Events .....17	MTCML ..... 60
Professional Directory .....36	Reach our Advertisers..... 62

## 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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Administrators Association



Ron Bell, President

## Time flies when much is being accomplished

Where has the year gone? It seems like only a few short months ago that we were welcoming hundreds of newly elected municipal officials to our Annual Convention. We kicked off that event with a special pre-conference seminar and have offered numerous education sessions throughout the year to help you navigate the waters of municipal government. We hope we have helped you get acquainted with municipal government over the past year, answered some of your questions, and eased your transition into life as an elected official.

I expect that one of the more popular topics of discussion around your council table over the past year (and definitely at any AMM functions you have attended) has been infrastructure – the deficit, the need for more funding, and the difficulty for small communities to cost-share large infrastructure projects. Every one of our communities, large or small, is affected. That is why we received the Federal Budget of last March with mixed feelings. While Budget 2007 failed to provide a long-term plan to eliminate the estimated \$60-billion infrastructure deficit across Canada, the announcement of the \$8.8 billion Building Canada Fund (BCF) sounded promising.

Fast-forward to October and we continue to wait for the BCF to be rolled out and for clear criteria to be provided. From a lobbying perspective, however, there has been some recent progress. The Federation of Canadian Municipalities (FCM) and the AMM

undertook a spring advocacy campaign to ensure the BCF included significant, dedicated funds to municipal priorities. In early September, the FCM Board of Directors was informed that federal officials have indicated this will be the case. Further, the AMM met with Treasury Board President Vic Toews in late September, and urged the Minister to finalize this fund so that money can begin flowing to municipalities. My hope is that, as you read this, the announcement has been made! If not, you can rest assured that the AMM is doing everything we can to get this fund moving so that it can begin to benefit our membership.

In the meantime, the AMM 9<sup>th</sup> Annual Convention is just around the corner and we have planned another top-notch event for our members (for a preview of our very full agenda, turn to page 28). Finally, I would also like to take this opportunity to thank each and every one of you for the support you have shown our association over the past year. The work that we do is full of many successes and at times, a few disappointments. We continue to pursue our goals only because of the strength of our membership. Your dedication is what ultimately moves the AMM forward, and it is what inspires our Board and staff to do the best job possible on your behalf.

See you at Convention! \$

“We continue to pursue our goals only because of the strength of our membership. Your dedication is what ultimately moves the AMM forward.”





Joe Masi, Executive Director

## Mission: *Possible!* – absolutely

A famous philosopher once said, “There is nothing permanent except change.” This could certainly apply to municipal life. Just when you become comfortable with a situation, something happens to change it. Sometimes we have advance warning that change is coming, but more often than not, it happens before we are really expecting it.

This year, several municipalities have experienced change of the worst kind. One community had a fire in its arena, while another felt the wrath of a raging hailstorm. These situations are unexpected and can have dire consequences on the quality of life of community residents. That is why we have insurance. Recently, our insurer, HED Insurance, informed us that these and other unexpected events have resulted in a much higher claims year. With several months left to go in the year, this means that AMM members may be facing increases to their premiums next year. How significant? We have no way of knowing at this point. Insurance is challenging and until the claims year is complete we are unable to predict exactly what the effect will be.

What we do know is that the AMM will do everything we can to keep the increases as low as possible. At our Board of Directors meeting of September 27, 2007, the Board voted to create an Insurance Reserve Fund with monies transferred from the Municipal Trading Company (MTCML), to possibly assist municipalities with their insurance renewal next year. While we cannot predict the future, I do hope this action gives you some peace of mind that there will be some assistance should the increases be significant.

We will keep you informed as our insur-

ance renewal approaches. Having said all of this, we still believe that we have one of the best municipal insurance programs in Canada based on cost, extent of coverage, and overall effectiveness.

On a different note, Convention is just around the corner and our theme, *Mission: Possible!* really reflects the challenges that our members overcome each and every day. We have an amazing group of keynote speakers (including astronaut Marc Garneau) to inspire you to meet the challenges of your municipal work head-on. Their profiles are on page 27. We’ve organized thought-provoking and informative plenary sessions, including Dr. Enid Slack’s update on the fiscal balance issue (see page 30 for a “Plenary Spotlight”). We’ve assembled a panel of experts to talk about wind energy, as well as a number of interesting and timely workshop sessions.

The agenda also includes resolutions sessions, elections for AMM President and Vice-Presidents, the popular Ministerial Forum, and the Convention Display Area, truly an event in itself! It runs the Monday and Tuesday of Convention and is an excellent opportunity to learn what MTCML Official Suppliers, AMM Corporate Members, and many other companies have to offer.

Of course, we will be keeping you informed every step of the way, and if you need any other information, look no further than our website at [www.amm.mb.ca](http://www.amm.mb.ca). It is truly the place for the most up-to-date Convention information. I look forward to seeing you there. \$

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“ There is nothing permanent except change. ”

The AMM fax number  
is 204-856-2370



## LOW-INCOME, ENERGY EFFICIENCY PROGRAM

The Hon. **Greg Selinger**, Finance Minister and minister responsible for Manitoba Hydro recently announced the Brandon Neighbourhood Renewal Corporation (BNRC) would bring a low-income, energy and water efficient program to its city. Brandon is following in the footsteps of the City of Winnipeg where a similar project proved successful last year.

Around 120 homes will be retrofitted with energy and water saving materials in the next year. This will, in turn, result in \$30,000 in energy savings, \$25,000 in reduced water bills and save more than 10 million litres of

water per year. These devices include attic and basement insulation, weather stripping, pipe wrapping, low-flow showerheads, faucet aerators, high-efficiency toilets and compact fluorescent light bulbs.

Manitoba Hydro will provide funding through the Power Smart program and Affordable Energy Fund. Work on this project will be completed through the Westbran Training Centre, which provides training to people that will lead to careers in the construction field.

Government departments and agencies supporting this initiative include Manitoba Housing and Renewal Corporation; Competitiveness, Training and Trade; Science, Tech-

nology, Energy and Mines; and Agriculture, Food and Rural Initiatives.

## FUNDING FOR CONSERVATION DISTRICTS

The Hon. **Christine Melnick**, Minister of Water Stewardship announced that Manitoba's 18 conservation districts will receive almost \$5 million in funding. Funding will enable conservation districts throughout Manitoba to improve land and water management planning and programming and increase protection of our province's lakes and rivers.

Conservation districts have increased from 9 in 1999 to the current 18 districts.

## FIVE NEW NEIGHBOURHOODS ALIVE! COMMUNITIES

The Hon. **Steve Ashton**, Minister of Intergovernmental Affairs, announced that the Neighbourhoods Alive! Program is expanding to Dauphin, Flin Flon, Portage la Prairie, Selkirk, and The Pas.

Consultation meetings were held in the communities in September and October to brief community businesses and residents on available programs. Community revitalization opportunities will be discussed.

The Province launched NA! in Brandon, Thompson and Winnipeg in 2000. In 2005 NA! expanded to seven of Winnipeg's inner city neighbourhoods. Over \$40 million in funding for projects has been invested in these communities. This has resulted in improved housing, safety, recreation, training, and employment opportunities.

## \$3 MILLION WINKLER HOUSING PROJECT

A new 24 unit-housing complex will be built in Winkler. This bi-level style, row housing will provide safe, affordable, quality housing to lower income families and persons with disabilities.

This project was made possible through federal and provincial funding through the Canada-Manitoba Affordable Housing Initiative (AHI), land contribution from the City of Winkler with the balance of funding from Winkler Affordable Housing Inc. Estimated total cost is over \$3.1 million.

## INCREASE IN DOCTOR NUMBERS

Since 1999, Manitoba has seen a steady increase in the number of practicing physicians. To date there are 2,272 doctors, which includes 584 rural doctors. 2007 saw the highest annual increase since 1999, with a gain of 54 doctors. This is followed by 2002, which saw a gain on 48 doctors in one year.

This steady increase since 1999 is due in part to the Province's:



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- expansion of medical school admissions from 70 to 100;
- introduction of the Medical Licensure Program for International medical graduates;
- implementation of the Medical Student/Resident Financial Assistance Program in 2001;
- introduction of a rebate program that offers up to 60% rebate of tuition costs; and
- introduction of the Physician Resource Coordination office which supports physician recruitment.

The Hon. **Theresa Oswald**, Minister of Health, states Manitobans are the beneficiaries of a growing and constantly evolving health-care system. Manitobans have access to health care that is closer to home and families.

### BILINGUAL COMMUNITIES RECEIVE FUNDING

Over \$2.3 million in funding will be provided to the Canada-Manitoba Economic Partnership Agreement (EPA) as announced by the Hon. Greg Selinger, Minister of Finance and minister responsible for French Language Services in Manitoba, and **Rod Bruinooge**, Member of Parliament for Winnipeg South, on behalf of the Hon. **Rona Ambrose**, President of the Queen's Privy Council for Canada, Minister of Intergovernmental Affairs and Minister of Western Diversification.

This funding allows the EPA to promote investment, attract tourism, and encourage economic development in the bilingual communities across Manitoba. The Agence nationale et internationale du Manitoba (ANIM) will be established through funding from the EPA. Funding through this non-profit organization enables Manitoba businesses and organizations to expand to the national and international francophone markets.

The Conseil de développement économique des municipalités bilingues du Manitoba (CDEM) and Entreprises Riel receive \$661,300 for training and marketing to promote tourism and economic development in bilingual municipalities. CDEM gets \$140,000 from the EPA for the *c'est si bon! Ensemble Together* project, which promotes the benefits of bilingualism in the 16 CDEM member communities.

### ECO-FRIENDLY PLATES IN ONTARIO


In the spring of 2008, Ontario residents who buy environmentally friendly, low emission cars and trucks will receive a green-hued licence plate that gives them free parking and access to high-capacity commuter lanes.

Incentives will be chosen during the consultation process conducted by auto makers and environmental groups. Also included is a \$15 million pilot project to enable businesses to convert to more environmentally friendly technologies such as hybrid power. Two new ethanol-fuelling stations in London and Peterborough will be available to municipal fleets once operational.

### CALIFORNIA'S FIGHT AGAINST GLOBAL WARMING

California Attorney General **Jerry Brown** filed suit against the San Bernadina County holding it accountable for greenhouse gas

emissions caused by poorly designed suburban development. This case brought forth a new battle in the fight against climate change. The regulation of power plants, industrial factories, and vehicle emissions dominated the battle prior to this.

One of the fastest growing regions in the US must now measure how much it contributes to global warming and set goals to cut greenhouse gas emissions over the next two-and-a-half years. Counties in California are realizing that new subdivisions, roads, and building construction are factors in climate change that reduces water supply, increases air pollution and fuels forest fires. 



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*Editor's note: Beginning this issue, The Leader will profile a provincial government department from time to time. The AMM meets with provincial departments regularly to forward our members' interests and issues. To further enhance this spirit of cooperation between the province and municipalities, we think that it is important for our members to have more of an "insider's view" as well. It only makes sense that we are kicking off the first installment of "Meet your Provincial Department" by introducing you to the department that works most closely with AMM members – Manitoba Intergovernmental Affairs.*

## Meet Manitoba Intergovernmental Affairs

**The Honourable Steve Ashton, Minister**  
**Linda McFadyen, Deputy Minister**



**M**unicipalities and Intergovernmental Affairs have a long history of working together – since 1873 in fact! First established as the Office of the Municipal Commissioner, Intergovernmental Affairs continues to be the Department that advocates for Manitoba municipalities within the Provincial Government.

Municipalities, and the way they operate, have changed considerably over the last 134 years. At one time, the municipal legislation was very prescriptive; municipalities were told what to do and how to do it. The Department oversaw every aspect of municipalities' everyday operations.

Municipalities have matured and their environment is much different. The municipal legislation is very flexible and enabling; municipalities have significant authority and discretion over how they run local affairs.

As a result, the Department's role has also changed. The Department now works with elected and appointed municipal officials to build decision-making capacity, be accountable to citizens, and to provide the tools municipalities need to address new and emerging issues. The Department's role has also expanded, and includes programs to develop safe, healthy and sustainable neighbourhoods and communities.

Intergovernmental Affairs is divided into three key areas to deliver services through regional offices.

**Provincial Municipal Support Services Division**  
**Laurie Davidson,**  
**Assistant Deputy Minister**

The Provincial Municipal Support Services provides the following services:

- **Advisory and consulting services (Municipal Finance and Advisory Services Branch, Denise Carlyle, Director).** Works with councils and CAOs on various local governance issues including budgeting, capital borrowing, conflict of interest, public accountability, restructuring, and meeting administration. Municipal Service Officers (MSOs) deliver training on a variety of issues at AMM and MMAA conventions. A wide variety of resource materials have been developed, including the annual *Statistical Information for Municipalities*, *The Municipal Act Procedures Manual*, and *A Guide to Hiring Your Chief Administrative Officer*.
- **Funding to municipalities (Municipal Finance and Advisory Services Branch, Denise Carlyle, Director).** Provides municipalities with funding to help address operating and capital priorities. Funding includes a share of income and fuel tax revenues under the Building Manitoba Fund, and Video Lottery Terminal revenues. The

Department also distributes federal gas tax funding to municipalities.

- **Property assessment services (Assessment Services, Mark Boreskie, Director).** Delivers property assessment services efficiently and effectively to municipalities. Up-to-date and accurate assessment rolls, which provide the basis for property taxation, are delivered annually to municipalities. Support for the assessment appeal process is also provided, both through training support to Boards of Revision and defending assessment appeals at the Boards of Revision and The Municipal Board levels.
- **Support to municipalities' property tax systems (Debbie Champagne, Information Systems).** Prepares municipalities' annual property tax bills, enabling municipalities to take advantage of economies of scale and deliver tax bills efficiently and effectively.
- **Legislative renewal (Lynne Nesbitt, Head, Policy and Legislation).** Ensures *The Municipal Act* and its regulations provide municipalities with the authority needed to operate efficiently and effectively. Amendments have been made to *The Municipal Act* over the last few years (e.g., expanded tax credit and grant authority). As well, new municipal election legislation was introduced in 2006.

Municipal Services Officers Don Reid, Linda Baleja and Gail Anderson delivered greetings from the Department of Intergovernmental Affairs at the 2006 AMM Annual Convention.





## Community Planning and Development Division

**Claudette Toupin,**  
Assistant Deputy Minister

The Community Planning and Development Division provides the following services:

- **Approval of development plans (Bob Grodzik, A/Director, Provincial Planning).** Supports municipalities in making sound decisions for how land is used, including the review and approval of new development plan by-laws and by-law amendments.
- **Land use planning advice to municipalities and planning districts (David Neufeld, Director, Community Planning).** Assists municipalities and planning districts in the preparation of Development Plans Zoning By-laws, among other development applications, and approves sub-division applications.
- **Legislative renewal (Bob Grodzik, A/Director, Provincial Planning).** Ensures that *The Planning Act* enables municipalities to address new and emerging planning issues, such as for example, livestock or infrastructure renewal. A completely new *Planning Act* was developed in 2006, and the Provincial Land Use Policies are currently being updated.
- **Neighbourhoods Alive! (Jon Gunn, Director, Urban Development).** Provides funding to community organizations in Winnipeg, Brandon and Thompson to revitalize vulnerable neighbourhoods. NA! is expanding to Dauphin, Flin Flon, Portage la Prairie, Selkirk and The Pas.

## Emergency Measures Organization (EMO)

**Chuck Sanderson, Executive Director**

EMO is responsible to plan provincial government emergency management programs and coordinate provincial government response to emergency/disaster events. EMO works with all levels of government, in particular municipalities, as well as other agencies, the private sector and the public to promote and coordinate emergency preparedness. EMO works closely with municipal elected officials and emergency management personnel to create local emergency plans and programs, as required by *The Emergency Measures Act*.

The Recovery section within EMO administers the Provincial Disaster Financial Assistance program, assisting individuals and communities with post-disaster recovery as well as working to build community recovery capacity in the long term. EMO also administers *The Emergency 911 Public Safety Answering Point Act*.

## In conclusion

Intergovernmental Affairs has a long history of working with the AMM and municipalities towards our common goal: strong municipalities in a strong Province. We look forward to many more years of working with you, and to build and strengthen the close working relationships and partnerships that we have developed over the years.

For more information about Manitoba Intergovernmental Affairs and our programs, please visit our website at [www.gov.mb.ca/ia/](http://www.gov.mb.ca/ia/) or talk to our staff located in communities across Manitoba. ♻️



## Miller Environmental Corporation

Contact Miller Environmental Corporation to help organize your community's household hazardous waste event. With over 10 years experience in the development and management of household hazardous waste programs, Miller Environmental Corporation can help create and plan events that will provide an ongoing waste management system to serve your community's waste collection needs.

## HOUSEHOLD HAZARDOUS WASTE PROGRAM



Household Hazardous Wastes (HHWs) are materials commonly used in and around residential households that contain toxic substances. These include household cleaning products (drain cleaners, oven cleaners, floor and furniture polish); painting products (paints, stains, finishing products and thinners); automotive products (motor oil, old gasoline, anti-freeze, car batteries, transmission, brake and steering fluids, solvents); garden products (fertilizers, pesticides, herbicides); hobby supplies (solvents, photo chemicals); and pool supplies (chlorine).



**Tel: 204-925-9600**

## Serving Municipal Councils who serve Manitobans

Manitoba Intergovernmental Affairs works with municipal councils to assist you in building strong and safe municipalities all across Manitoba. We are proud to provide:

- advisory services on administration and operations, finance and other municipal issues
- funding support for operating and capital priorities
- property assessment services
- advisory services on development plans, zoning by-laws, subdivisions, and livestock operation policies
- support for emergency planning and preparedness

We look forward to working with you and your municipality. Contact us today and find out how we can be of service by visiting our website at [www.manitoba.ca/ia](http://www.manitoba.ca/ia)







Dale Lyle, MMAA  
President

## MMAA Road Show a highlight of my term

I just returned from seven days on the road at our annual MMAA District Meetings. Nothing quite matches the opportunity to visit members in their own back yard. Somehow the regional flavour surrounding any issue takes on new meaning when experienced right where it's happening.

A common topic throughout the province was the implementation of PSAB. There is no doubt that questions still abound, but I also believe that the atmosphere is now focused on how to proceed. Our visits revealed that most Municipal Administrators have already begun the process and those who have not are, for the most part, well on the way to completing the training required to get started. The announcement, that the AMM would

provide funding for assistance with the transition was well received by members in every District. There is no doubt that many municipalities will take advantage of the offer to bring in accountants/auditors to assist with the implementation process. **Michele St. Amant**, Project Manager, Intergovernmental Affairs PSAB Compliance Implementation for Municipalities, joined us on the "Road Show" bringing valuable information and direction for members.

It is always a pleasure to travel with **Rose Neufeld** from the Municipal Employees Benefits Program, **Rob Cox** from Manitoba Hydro and **Joe Masi** from the AMM. Because we are broken down into smaller district groups, this allows members an

opportunity to enjoy some "undivided attention" from these individuals. MMAA Executive Council and Members alike really appreciate the time that they took from their busy schedules to be with us. This year, we were also fortunate to have **Vern Sabeski** from All-net.ca traveling with us. Vern is 'webmaster' for the MMAA website and works with a number of municipalities. He helped members take a good hard look at the functionality of municipal websites.

This was my last "Road Show" as my tenure as President concludes with our annual meeting in April. District Meetings and the "Road Show" have been the highlights of my Presidency and I would like to thank members, councils and communities alike for their hospitality. ☺



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# The AMM welcomes new board members

**D**uring the 2007 June District Meetings, the AMM membership elected three new members to the AMM board of directors. *The Leader* interviewed Eileen Clarke, George Harbottle, and Oswald Sawh to find out what prompted them to run for a seat on the board, and what they hope to accomplish over the next two years. Here is what they had to say:

## A year of firsts for Gladstone's Mayor

The Town of Gladstone's mayor of one year, **Eileen Clarke**, is no stranger to breaking new ground. The former successful business owner (not to mention Manitoba Women Entrepreneur of the Year for 1998) started Clarke's of Gladstone, Manitoba's largest gift shop, 33 years ago. After selling the business in 2005, Clarke took a year off, a move that resulted in a significant adjustment to her formerly hectic schedule. "I'd always worked at least six days a week as a business owner, so that was a huge, HUGE change," stresses Clarke. "That one year was plenty long enough with no activity – I needed something else."

Coincidentally, the public appeared to be looking for new leadership, and in the months leading up to the 2006 municipal election, Clarke received a great deal of encouragement to run for the mayor's chair. "I've been very active in the community in the years I was in business, so I guess people were confident that I could fill the position," she says.

Being voted directly into the top spot on council would be enough of a challenge for most people, and in most cases, elected officials tend to run for AMM directorship only after serving their local council for a number of years. In Clarke's case, she ran – and won – during her first term on council. Again, Clarke points to the encouragement of others as a driving force in that decision. "I was approached by people who asked me to consider it. At first I was apprehensive because of personal commitments – I had a daughter getting married in September, and when I took office in October,

we were just beginning to plan our town's 125<sup>th</sup> celebrations and I knew that would be a huge time commitment." So even though she was interested in the position, she declined to run.

"Initially, I was asked to let my name stand at the 2006 AMM Convention (when former Midwestern Urban Director Shirley Kalyniuk was elected Urban Vice-President, creating a vacancy on the board), and I absolutely turned it down. It was actually just two weeks before the June District meeting that I decided I would run. A lot of the issues that we were facing within our community and that were quite urgent, we had resolved – some of them very, very successfully – so that gave me the confidence that I could fill the position and have ample time to devote to it."

When asked what she thinks some of the challenges of her position on the AMM board will be, Clarke notes that the recent round of municipal visits in her district were somewhat of an eye-opener for her. "As the mayor of a town, although I work closely with our own rural municipality (the RM of Westbourne), it became evident to me that the RM's issues are very different from urban issues. My challenge is to learn a lot more about those rural issues." While that fact did not surprise Clarke, what did surprise her was realizing that each municipality has issues that are relevant to their municipality.

"It's not province-wide, or even region-wide – some of the issues are unique within each municipality," she explains, citing the RM of Westbourne's flooding issues as a perfect example.

Clarke looks forward to learning more about some of these issues directly from the source – the municipalities within her region. "I've checked with some of the municipalities in my area and asked if I could attend some of their regular monthly meetings to listen in on their discussions on these issues, and they actually seemed very pleased. They are happy that I'm interested enough to attend, but for me that's going to be my education – my learning tool," she says.

Clarke's husband, Bob, is a licensed Funeral Director who also owns his own business, Clarke's Funeral Services. They have two grown children.



L to R – Oswald Sawh, Councillor, City of Thompson Northern Director; Eileen Clarke, Mayor, Town of Gladstone, Midwestern Urban Director; George Harbottle, Reeve, RM of Alexander, Eastern Rural Director





**“It’s not province-wide, or even region-wide – some of the issues are unique within each municipality.”**

*– Eileen Clarke, Midwestern Urban Director*

## **‘Round Two’ for outspoken Eastern Director**

**George Harbottle** has a broad range of experience in local government, health care, economic development, aboriginal concerns, drainage and watershed management, justice, and science and research issues. And that’s just for starters.

Reeve of the RM of Alexander since 1998, George’s experience as an elected official began back in 1968 when he was elected Mayor of the Village of Powerview. He has also served as Chair of the Winnipeg River Planning District and as a Director with the Association des Municipalités Bilingues du Manitoba.

Harbottle can now add AMM Director – twice – to his list of accomplishments. Initially elected to serve on the AMM board in 2003, Harbottle declined to run for a second term. The reason? “I wasn’t going to run again as Reeve, that’s why I chose not to run again for Eastern Director. Then, I got sidetracked into all these projects again, that I’ve worked so hard on over the years. And, I wanted the deputy reeve to run for reeve, but he wouldn’t. He said he’d run for councillor if I’d run for reeve again, so I did. And I got acclaimed.” That must mean that people are fairly happy with how things are going, and with Harbottle’s leadership - right? “Maybe nobody wants the job,” he laughs.

After being re-elected to the reeve’s chair, it naturally followed that Harbottle wanted his old job on the AMM board back. “There has to be a rural presence in the East and I’d like to represent that,” he explains. While quick to note he wasn’t displeased with the representation previously on the board, he wanted to make a contribution on behalf of the region that he clearly loves. “We’re amongst the fastest growing regions, if not *the* fastest growing, in Manitoba,” he states, “especially the rural areas, and maybe our little urban centres are feeling the pinch too.”

Always direct, Harbottle notes the recreational makeup of his region plays a role in their challenges. “We have a huge recreational cottage presence, and it always boils down to the same thing – education tax on property, and rural infrastructure,” he explains. He is quick to point out that challenges exist all over the province, however, and they are the same for everyone. “It’s the offloading of costs and the disparity in tax revenues. We know that the feds get 50%, the province gets 42%, and municipalities get the rest, which is not really a lot. I think that has to be addressed soon,” he stresses. He is also concerned with infrastructure projects being approved well after being submitted. “They get approved some five, six, seven years later, they’re at a reduced rate, and then there are the increases costs of construction – it’s horrendous.”

“I don’t want to take it from a critical point of view,” he adds. “I just want to work towards improving those issues.”

Harbottle has the support of his wife Suzanne, who “was the

first person to sign my nomination papers to run for reeve again, and she supported me in returning to the AMM also.” The couple has six children and 10 grandchildren. Harbottle, who admits he likes to have the last word, has this to say about his family: “I’m a very fortunate man!”

## **Thompson councillor seeks more representation for the North**

Newly elected Northern Director **Oswald Sawh** has made no bones about his main priority in running for a seat on the AMM board of directors – a second Northern seat. “As a member of council of a northern community I feel that it was important that we have as much representation at the AMM board level as possible,” he explains. *(A proposed change to the AMM bylaw will be discussed and voted on at the 2007 AMM Annual Convention. It is being sponsored by the City of Thompson and the purpose of this amendment to the bylaws is to require that there be 2 representatives from the Northern District on the AMM Board of Directors instead of 1 and that each of the Directors represent part of the Northern District.)*

Enhanced communication is another priority for Sawh. “I feel that it is important for members of the AMM board to be talking to our Northern reps throughout the year, so the second reason I ran was to try an open up better two-way communication between our Northern Members and their representatives,” he explains.

Sawh is looking forward to his time on the board over the next term. “I want to learn more about the AMM as a whole, listen to my fellow Board members and most of all push for some of the things I said I wanted to get done in my two-year term.”

He is also well aware of the challenges of representing a northern seat. “I think the biggest challenge is when you are trying to lobby on behalf of a relatively small population (spread over a large geographical area) and trying to get your members’ message and their issues across when there are so many other people out there trying to do exactly the same thing,” he says. “It is always a challenge.”

In his professional life, Sawh is the Manager of Community Based Programs for CEDF (Communities Economic Development Fund). “Basically, my job is to assist the local Community Development Corporations (i.e., training, special projects) and local individuals who wish to start up a small business. I visit approximately 12 communities on a regular basis,” he explains.

Sawh and Denise Earle, his girlfriend of seven years, are passionate about animal care, with two dogs, two cats, two birds, “and no kids!” Back in 1997 they started the Thompson Humane Society, an organization with which Sawh remains involved. “I am currently the Acting Chair, but my hope is to start to limit my role in the next 12 months to allow some other volunteers and Board members to take on a more active role.” 🐾



# Manitoba means business

## BizPaL simplifies permits and licences for Manitoba businesses

By Stephen Ishmael, BizPaL Manitoba Project Manager

In Manitoba, starting or growing a business just got easier thanks to a new, cross-jurisdictional initiative called BizPaL. Gone are the days of making calls to three levels of government departments just to find out what the license and permit compliance requirements are for a business start up or expansion.

BizPaL is a partnership between the Government of Manitoba, The Government of Canada and participating municipalities. BizPaL is an online service that benefits both domestic and international businesses by helping them to identify which permits and licences they will need in order to start or grow a business in Manitoba, and how to obtain them. There are currently 8 provincial governments and 73 municipalities across Canada participating in BizPaL. In addition to the business end-user, municipalities and government front counter staff are also using BizPaL to provide an end-to-end service fulfillment for clients who walk in or telephone their office looking for business compliance information.

For the business entrepreneurs accessing BizPaL directly, they simply select the jurisdiction that they want to start their business in, then answer a series of questions based on the type of business they want to start or operate and the activities they plan to undertake. BizPaL then automatically generates a list of all required permits and licences

across three levels of government, along with basic information like costs, waiting periods, inspection requirements, links to available forms and links to government sites where the entrepreneur can learn more and, in some cases, even apply for the Manitoba Retail Sales Tax License online. The entire process takes about 10 minutes.

For business, BizPaL helps save time and money because the information is available from a single authoritative source 24/7. For governments, BizPaL:

- Increases compliance as businesses will know what permits and licenses they must comply with in order to start or operate their business;
- Helps municipalities to remain competitive by streamlining the permit and licensing process in your jurisdiction;
- Leverages existing web forms into BizPaL; and
- Helps municipalities to provide an online service to permits and licenses without making the additional information technology investments.

Innovation is a key driver of BizPaL and addressing the delivery of informed compliance requirements for business is crucial so that Canada stays competitive. In this regard, BizPaL in the future will be expanding its service delivery to include activity-based compliance requirements, certificates, registrations and approvals. In Manitoba, the

immediate focus of BizPaL is to work with municipalities who want to have this service available to business in their jurisdictions and for use by their municipal staff.

The BizPaL service is available through the current municipal partners: Town of Morden, RM of Stanley, City of Thompson, City of Winkler and City of Brandon. In addition, The City of Winnipeg, The City of Portage la Prairie and 28 additional municipalities have decided to join the Manitoba BizPaL service. The BizPaL staff will be working in the coming months to help these new partners roll-out this service within their municipalities and to increase the coverage of industries.

Recently, the Canadian Federation of Independent Business (CFIB) has strongly supported BizPaL as being of benefit to both business and government. In Manitoba, BizPaL is accessible through the Manitoba government web site at [www.bizpal/manitoba.ca](http://www.bizpal/manitoba.ca) and through participating municipalities.

To find out how your jurisdiction can participate, please contact:

Stephen Ishmael,

BizPaL Manitoba Project Manager

Competitiveness,

Training and Trade

Telephone: 204.945.2526

Email: [stephen.ishmael@gov.mb.ca](mailto:stephen.ishmael@gov.mb.ca) ☎

“Any initiative that streamlines the process that is required for business to comply with necessary government regulations will save time and money, not only for business owners and entrepreneurs, but government agencies as well. The Brandon Chamber of Commerce is strongly in favor of not only this partnership, but any future partnerships that might develop that will help sustain the pace of business development in our community and throughout our Province.”

Shane Robins, General Manager  
Brandon Chamber of Commerce

### Update: New service for business announced for manitoba municipalities, towns and cities

On October 12, 2007, Minister of Competitiveness, Training and Trade **Jim Rondeau** announced that small businesses in 11 Manitoba municipalities, towns and cities are going to benefit from BizPaL.

BizPaL will soon be available to the nine member communities of the Parkland Agricultural Resource Cooperative (PARC), which consists of the Towns of Roblin, Gilbert Plains and Grandview, the Village of Ethelbert and the Rural Municipalities of Dauphin, Gilbert Plains, Grandview, Ethelbert, and Hillsburg. The two cities announcing their participation in BizPaL are Dauphin and Portage la Prairie.

“We are looking forward to introducing BizPaL as part of our economic development portfolio and using this significant tool to increase our business development efforts” said Mayor **Ken Brennan** of the City of Portage la Prairie. “As it has done in other communities, BizPaL will make doing business in Portage la Prairie easier.”

“BizPaL is a great opportunity for the City of Dauphin,” said **Jana Schott**, Manager of the Dauphin Economic Development Office. “We are pleased to be working with BizPaL in making it easier and more efficient for entrepreneurs to find accurate information about starting or expanding a business in Dauphin.”



## UPCOMING EVENTS

### 2007

#### November

26-29 – AMM 9th Annual Convention – Brandon

### 2008

#### January

29 – AMM Education Seminar  
Communicating for Results:  
From Conflict to Cooperation  
**Priti Shah,**  
PRAXIS Conflict Consulting  
Clarion Inn & Suites, Winnipeg

#### March

Dates TBA – AMM Mayors,  
Reeves & CAOs Meetings

#### April

16-17 – Municipal Officials  
Seminar & Tradeshow – Brandon

18 – AMM Education Seminar  
High Integrity Political Tactics  
for Effective Council Relationships  
**Barbara Bowes,** Bowes HR  
Keystone Centre, Brandon

#### October

3 – AMM Education Seminar  
Municipal Finance  
**Wendy Wolfe,**  
Municipal Finance Officer  
**Ron Wells,**  
Supervisor of Municipal Accounting  
Manitoba Governmental Affairs  
Canad Inns, Portage la Prairie

#### June

Dates TBA – AMM June  
District Meetings

#### November

November 24-27 – AMM 10th  
Annual Convention – Winnipeg



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# PLACE AUX JEUNES – MAKE WAY FOR YOUTH

Par/By Annie Girard

## Transfusion de sang neuf au rural

Depuis 2005, le projet **Place aux jeunes du Manitoba – Make Way for Youth** – a ramené près d’une dizaine de jeunes adultes qualifiés au rural. Une vingtaine d’autres ont amorcé les démarches pour les imiter. Au total, une centaine de jeunes sont inscrits sur le site web de Place aux jeunes du Manitoba (PAJM), qu’ils soient ados, étudiants au post-secondaire ou jeunes professionnels. Pour la majorité des jeunes gravitant autour de PAJM, il s’agit d’un retour dans leur village natal. Véritable antidote à l’exode rural, on souhaite que l’initiative soit graduellement rendue disponible dans les seize municipalités bilingues du Manitoba au cours de la prochaine année.

### Solution durable à l’exode rural

« Place aux jeunes implique un fort engagement du milieu : tout le monde a intérêt à ce que la municipalité voie sa population grandir grâce au retour des jeunes. D’autant plus que ceux-ci ont le plus souvent une bonne connaissance du milieu et une toile sociale déjà tissée, ce qui contribue ensuite à les retenir », souligne **Jean A. Beaumont**, directeur général de l’Association des municipalités bilingues du Manitoba (AMBM).

Pour **Ryan et Sylvie Robidoux**, de même que pour **Méo Labossière**, l’année 2006 marquait un retour dans leur région natale de La Montagne. Après un séjour exploratoire avec PAM, ils venaient d’accepter des emplois intéressants correspondant à leurs compétences. Conseiller en ventes à la Coopérative Notre-Dame-de-Lourdes, Ryan voit sa décision comme un retour aux sources : « La famille et la qualité de vie sont les deux raisons à la base de ma décision et en plus, le rythme de vie est tellement plus calme ici! »

PAJM réussit également à créer un intérêt envers le rural chez les nouveaux arrivants. Convaincu des vertus de la campagne, l’immigrant **Henri Waling**, 32 ans, a quitté Winnipeg dès le lendemain de son premier séjour exploratoire avec PAJM pour s’installer à Notre-Dame-de-Lourdes. Occupant aujourd’hui deux emplois dans le village, Henri dit avoir quitté la ville parce qu’il n’arrivait pas à trouver un bon emploi. Devant les opportunités que lui présentait le rural, il peut aujourd’hui y développer sa vie professionnelle.

**M. Denis Bibault**, maire du village de Notre-Dame-de-Lourdes se réjouit de la situation : « Grâce à Place aux jeunes, on a bénéficié d’un modèle qui avait fait ses preuves au Québec. Aujourd’hui, je vois la vitalité de notre village qui s’accroît grâce à ces jeunes qui reviennent. Quoi souhaiter de mieux? »

## New blood in rural areas

Since 2005, the **Place aux jeunes / Make Way for Youth** in Manitoba program has helped 10 qualified young people return to rural areas. Some 20 others have taken steps to join them. A total of approximately 100 youths have registered on the Place aux Jeunes / Make Way for Youth in Manitoba (PAJM) website, including teens, post-secondary students and young professionals. For most PAJM participants, this is an opportunity to return to their hometown. It is hoped that the initiative, which is a real antidote to the rural exodus, will gradually be made available in Manitoba’s 16 bilingual municipalities over the coming year.

### Durable solution to rural exodus

“Make Way for Youth involves a strong community commitment: it is in everyone’s interest to see the municipality’s population grow as a result of returning youth. In addition, these young people are often familiar with the region and have an established social network, which contributes to their decision to stay,” says **Jean A. Beaumont**, Executive Director of the Manitoba Association of Bilingual Municipalities (AMBM).

In 2006, **Ryan and Sylvie Robidoux** and **Méo Labossière** all returned to the La Montagne region of their birth. After an exploratory stay with Make Way for Youth, they accepted interesting jobs that were a match for their qualifications. Ryan, a sales associate with the Notre-Dame-de-Lourdes Co-op, sees his decision as returning to his roots: “Family and quality of life are the two reasons behind my decision, and the pace of everyday life is much more relaxed here!”

PAJM also generates interest in newcomers. Convinced of the advantages of rural life, **Henri Waling**, a 32-year-old immigrant, left Winnipeg the very next day after his exploratory stay with PAJM to go and live in Notre-Dame-de-Lourdes. Today he holds two jobs in this town. Henri says he left the city because he was unable to find a good job. The opportunities offered by the rural community have made it the ideal place to advance his career.

**Mr. Denis Bibault**, Mayor of the Town of Notre-Dame-de-Lourdes, is extremely pleased with the situation: “Thanks to the program Make Way for Youth, we have taken advantage of a model that has already been successful in Quebec. Today, I see the vitality of our town, one that is growing because these youths have chosen to return here. What more could we ask for?”



For Sylvie, Ryan and Méo, the return to a rural community to build their lives was a clear choice  
Pour Sylvie, Ryan et Méo, le retour au rural pour y bâtir leur vie était un choix clair



## Le CDEM1 plante deux projets pilotes de Place aux jeunes du Manitoba (PAJM)

En 2004, une étude menée par le CDEM démontrait que les municipalités bilingues rurales du Manitoba affichaient un taux moyen d'exode des jeunes âgés entre 15 et 24 ans entre 20% et 54%. « Même si on observait une hausse démographique dans nos municipalités membres, les statistiques révélées par l'étude ont provoqué une prise de conscience. Il fallait absolument réagir. », affirme **Marc Marion**, président de l'Association des municipalités bilingues du Manitoba.

Au cours des mois qui suivirent, le CDEM fut désigné par Agriculture et Agroalimentaire Canada pour implanter deux projet pilotes du programme Place aux jeunes dans les régions de La Montagne et de Montcalm. Créé au Québec en 1990, Place aux jeunes du Québec (PAJQ) opère aujourd'hui dans plus de soixante-dix sites de la belle province. Le programme vise à contrer l'exode des jeunes et à influencer positivement leur retour en région. Il offre un service personnalisé facilitant les démarches de jeunes qualifiés qui souhaitent s'établir et se développer au rural.

## Une formule qui rejoint la jeunesse

Les succès du projet PAJM s'expliquent par le fait que l'on accompagne le jeune à travers trois moments importants de sa vie : à l'adolescence, pendant ses études post-secondaires et après ses études, au moment de s'établir.

L'activité principale générée par PAJM gravite autour des séjours exploratoires organisés dans les communautés et du site web [www.placeauxjeunes.mb.ca](http://www.placeauxjeunes.mb.ca). Ces séjours facilitent l'établissement ou le retour en région via un maillage avec des employeurs et des décideurs locaux. Agissant en complémentarité, le site web fournit un accès centralisé aux occasions d'affaires et d'emploi et achemine aux abonnés un cyberbulletin mensuel gardant le jeune à l'affût des nouveautés dans une région ciblée.

En parallèle, le volet Place aux jeunes ados présent dans les écoles secondaires sensibilise les jeunes aux multiples possibilités qu'offre leur région, avant leur départ aux études. On les encourage à s'inscrire au site web de PAJM afin de conserver le lien avec leur communauté durant leur absence.

## Tomber en amour avec le rural

« Place aux jeunes, c'est un peu comme une agence de rencontre entre les employeurs ruraux et les candidats qualifiés potentiels. Dans le fond, c'est une communauté entière et une qualité de vie que le jeune accepte d'épouser. Chose certaine, il n'y a jamais de mariage forcé! », explique en souriant **Stéphane Gagnon**, le coordonnateur Jeunesse du CDEM, responsable du projet PAJM.

Pour les employeurs, le projet

## The CDEM1 Establishes Two Make Way for Youth Pilot Projects

A 2004 CDEM study on the rural bilingual municipalities of Manitoba showed that the average rate of exodus of youths aged 15 to 24 years was between 20% and 54%. "Even if we were seeing population growth in our member municipalities, the statistics that came out of the study gave us pause for thought. Something had to be done," says **Marc Marion**, President of the Manitoba Association of Bilingual Municipalities (AMBM).

In the months that followed, CDEM was chosen by Agriculture and Agri-food Canada to establish two Place aux jeunes / Make Way for Youth pilot projects in the regions of La Montagne and Montcalm. Created in Quebec in 1990, Place aux jeunes du Québec (PAJQ) is now being implemented in over 70 locations throughout "la belle province." The program is aimed at slowing the exodus of young people and encouraging them to return to rural areas. It offers a personalized service to make it easier for young qualified workers who wish to settle and grow in a rural environment.

## Reaching Out to Youth

The success of the Make Way for Youth project is largely due to the fact that it guides and supports young people at three key moments in their lives: adolescence, during their post-secondary studies and afterward, when they are looking to settle down.

The two main areas of PAJM activity focus on the exploratory stays organized in the communities and the [www.placeauxjeunes.mb.ca](http://www.placeauxjeunes.mb.ca) website. The exploratory stays are designed to help youth settle in or return to a bilingual municipality through networking with local employers and stakeholders. The website provides centralized

access to business and employment opportunities and links members to a monthly E-bulletin that keeps them informed about new developments in a target area.

At the same time, the Place aux jeunes ados activities in the schools promote teens' awareness of the many opportunities in their region before they leave to continue their studies. They are encouraged to register on the PAJM website so they can stay connected with their community during their absence.

## Matching youth with communities

"Make Way for Youth is a bit like a dating service that matches rural employers with potential qualified candidates. Young people are essentially making a choice to "marry into" an entire community and quality of life. But I guarantee there are never any shotgun marriages!" says a smiling **Stéphane Gagnon**, CDEM Youth Coordinator in charge of the PAJM project.

The project gives employers access



Henri Waling holds two jobs in Notre-Dame-de-Lourdes, one of which is as a mechanic at Comte Industries. Henri Waling occupe deux emplois à Notre-Dame-de-Lourdes, dont le poste de mécanicien aux Industries Comte.



donne accès à une base de données de candidats compétents et sérieux, intéressés de s'installer au rural. Le tout administré par des agents de migration PAJM compétents et branchés sur les communautés. Lorsque les jeunes reviennent, ils redonnent un nouveau souffle de vie à la région et la plupart du temps, ils choisissent de s'engager dans la vie communautaire.

PAJM souhaite faire évoluer ses séjours exploratoires vers une formule thématique basée sur les créneaux d'excellence régionaux afin d'accroître l'efficacité du projet. Le premier séjour exploratoire sous le thème de la santé se tiendra à l'hiver 2008. Des employeurs et candidats potentiels ont déjà signifié leur intention d'y participer, signe que le projet répond véritablement à un besoin.

## Un réseau provincial à l'horizon

Devant cette solution unique à l'exode rural, le CDEM travaille actuellement à diffuser PAJM dans l'ensemble des municipalités membres de l'AMBM. La vision du comité provincial de PAJM dépasse néanmoins les communautés bilingues. Conscient que la majorité des collectivités rurales du Manitoba vivent des défis reliés à l'exode, on rêve au déploiement de PAJM à l'échelle provinciale. La formule idéale reste à établir, mais le projet possède toutes les ressources, l'historique et le savoir-faire nécessaires pour devenir un projet desservant l'ensemble du Manitoba rural.

Dix ans après la création de Place aux jeunes du Québec, une étude démontrait qu'en moyenne, les deux tiers des jeunes ayant pris part aux séjours exploratoires s'étaient établis au rural à la suite de leur participation. Un tel retour massif des jeunes en région pourrait-il un jour devenir réalité dans l'ensemble du Manitoba rural? « Dans quelques années, on pourrait bien répondre *mission possible!* grâce au travail de Place aux jeunes du Manitoba - Make Way for Youth », répond Jean A. Beaumont. 📍

<sup>1</sup> Le Conseil de développement économique des municipalités bilingues du Manitoba (CDEM) opère depuis 1996 sous la gouverne de l'Association des municipalités bilingues du Manitoba (AMBM).



During some exploratory stays, participants were able to see their region as they'd never seen it, from a helicopter!

Pendant certains séjours exploratoires, les participants ont pu voir leur région sous un nouvel angle lors d'un tour d'hélicoptère

to a database of serious, qualified workers who are interested in settling in a rural area. Experienced PAJM migration officers, who are connected with the communities, oversee the entire process. When young people return, they breathe new life into the region and usually choose to get involved in community life. PAJM hopes to move its exploratory stays forward with a more thematic focus based on niches of excellence to enhance the effectiveness of the project. The first exploratory stay with a health theme will be held in the winter of 2008. Employers and potential candidates have already indicated their intention to participate, a sign that the project addresses an actual need.

## Provincial network on the horizon

With this unique solution to the rural exodus, the CDEM is currently working to implement PAJM in all of the member municipalities of the AMBM. Nevertheless, the vision of PAJM's provincial committee extends well beyond the bilingual communities. The awareness that most of Manitoba's rural communities are coping with the challenges of depopulation fuels the desire to deploy PAJM province-wide. The ideal formula has yet to be established, but PAJM has the required resources, history and know-how to become a project that serves all of rural Manitoba.

The Make Way for Youth initiative has clearly proven its value over the years. Ten years after Place aux jeunes was created in Quebec, a study showed that on average, two-thirds of young people who took part in the exploratory stays came or returned to settle in rural areas afterward. Could such a mass return of young people to rural Manitoba one day become a reality? "In a few years, we may well be able to answer *'mission possible!'* thanks to the efforts of Place aux jeunes / Make Way for Youth in Manitoba," says Jean Beaumont. 📍

<sup>1</sup> Since 1996, the Economic Development Council for Manitoba Bilingual Municipalities (CDEM) has been operating under the umbrella of the Manitoba Association of Bilingual Municipalities (AMBM).



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# Community ice rinks go underground for energy savings

Submitted by Manitoba Hydro

With another cold Manitoba winter approaching, it is only a matter of time before winter athletes and enthusiasts move indoors to enjoy their favourite pastime. Community ice rinks are faced with the challenge of keeping athletes, spectators, and staff comfortable while keeping operating costs down and maintaining energy efficiency. With these goals in sight, some community ice rinks have installed geothermal heat pumps as the answer to an efficient and comfortable heating and cooling system that also benefits the environment.

Geothermal heat pumps can cut energy costs anywhere from 50-70% over conventional chiller and heating systems. These operations cost savings allow communities to enjoy the benefits of artificial ice rinks at a fraction of the cost.

Community centre boards, which often manage ice rink facilities, have a long-term focus that makes geothermal a perfect fit.

The life cycle cost savings of geothermal heating can save the community a significant amount of money over the years, which can be reinvested in the facility or other community programs. "For community or municipal boards, geothermal offers them an opportunity to use capital dollars to leverage additional operational funds that can provide more services for the community. It's really a win-win situation for both the facility and the community," says **Domenic Marinelli**, Marketing Specialist from Manitoba Hydro's Earth Power Program.

In addition, maintenance and repair costs are smaller in scale and easier to manage because several geothermal heat pump units are used, rather than one or two very large conventional chillers.

In 2003, the community of Reston installed a geothermal heat pump in their ice rink. "We are quite happy with the system," says Reston rink board member **Barry Hen-**

**derson**. "We saw savings of \$10,000 in the first year and we are still getting savings. We save in the summer with the air cooling system and system maintenance has not been a problem."

Geothermal heat pumps are great at supplying efficient heating, and they can also produce ice. The system can become even more efficient if the heat produced during the ice making process is recovered and used to heat the lobby, dressing rooms, or even an attached community centre.

A geothermal heat pump moves heat into or out of the earth by using water wells or a network of pipes buried in horizontal trenches or vertical boreholes. During the heating season the heat pump draws heat from the earth and pumps it into the building. During the cooling season the system operates in reverse, removing heat from the building and pumping it into the earth. As Domenic Marinelli explains, this transfer of heat is responsible for the system efficiency, "because you are moving heat in and out of the building instead of creating it with an electric coil or gas burner, you can achieve efficiencies of more than 300%."

A distribution system is required throughout the building. In a forced air system, a fan in the heat pump unit blows air over a fan coil and the heated or cooled air is distributed through your ductwork to regulate the temperature in your building. In a hydronic system, hot water is circulated through radiators or a system of in-floor pipes to provide heat.

Geothermal heat pump systems are environmentally friendly and can help demonstrate a community's commitment to environmental stewardship. It will reduce a building's greenhouse gas emissions and harmful impacts on the environment. When combined with hydro electricity, geothermal heat pumps create no greenhouse gas emissions and have been recognized by both Natural Resources Canada and the US Environmental Protection Agency as one of the most environmentally friendly space conditioning options available today.

The Commercial Earth Power Program provides financial incentives to customers who install a geothermal heat pump system to replace a conventional electric heating system.

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## Other ways your community rink can increase its energy efficiency

- Take ice shavings outside for melting, rather than melting them indoors.
- Reduce temperatures to 10°C at all times in unoccupied facilities.
- Replace older equipment with high-efficiency boilers and furnaces.
- Replace exit signs with LED exit signs.
- Replace T12 lighting with T8s.
- Install a parking lot controller to reduce plug-in expenses.
- Upgrade insulation in walls and roofs, and weather-strip windows and doors to reduce heat loss from the building envelope.
- Install programmable thermostats to control the indoor temperature.

Manitoba Hydro has provided financial incentives for 13 ice rinks to install geo-thermal heat pump systems. In total, these ice rinks are saving local communities more than \$95,000 a year in energy costs. “The program has been extremely popular with the rural community and municipal sector buildings, specifically ice rinks, since its inception in 1996. It’s only over the past few years that the private sector has stood up and taken notice to what the municipalities have been taking advantage for years,” adds Marinelli.

In most cases, municipally owned or operated buildings qualify for Power Smart for Business commercial buildings programs. Pre approval is required so it is important for municipalities to contact Manitoba Hydro for information before they get started. If eligible, Manitoba Hydro’s Commercial Earth Power Program can help your community evaluate the economics of a geothermal heat pump system for your ice rink. In addition, a financial incentive may be available to help offset a portion of the capital system costs.

For more information on Manitoba Hydro’s Commercial Earth Power Program, please visit the Manitoba Hydro website at [www.hydro.mb.ca](http://www.hydro.mb.ca) or call 1-888-MBHYDRO (1-888-624-9376). You can also email: [earth-powerinfo@hydro.mb.ca](mailto:earth-powerinfo@hydro.mb.ca). ☺

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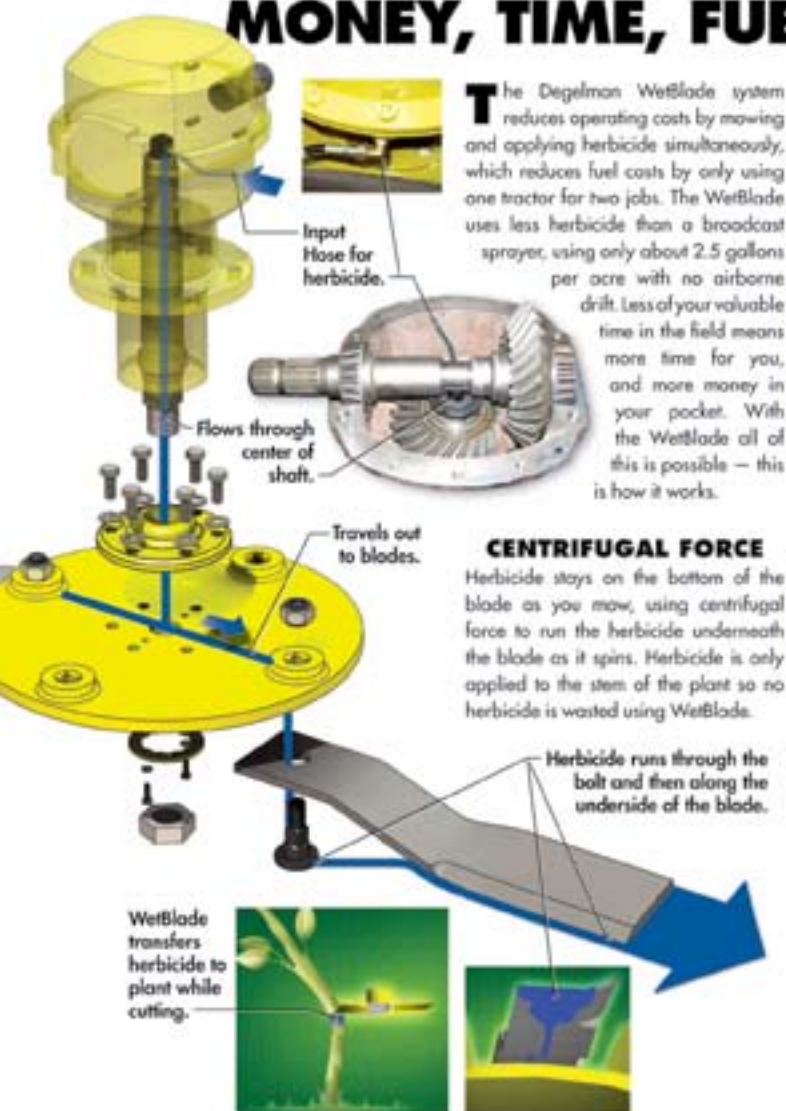
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### APPLICATION

The herbicide is brushed onto the stem of the plant with a wiping motion.



Showing cut and herbicide application.



Herbicide is brushed on and absorbed.



Herbicide shown being sucked into the stem of the plant directly after mowing.

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# KEYNOTE SPEAKERS

## Brian Thwaits – *So One Brain Said to the Other*

Monday – 26 November 2007



Suffering from “brain drain?” Worried the old gray matter isn’t generating the juice the way it used to? Then you won’t want to miss **Brian Thwaits**, the dynamic and

immensely entertaining ‘brain trainer’ who has shown thousands of people how to enhance their learning, communication, creativity, problem-solving and thinking skills.

Formerly an award-winning college professor with experience at all levels of education, he’s delivered presentations around the world—to the Department of Education in Hong Kong, the Learning Brain Expo in San Diego, Microsoft Canada in Toronto, the Society of Diagnostic Medical Sonographers in Dallas, the Canadian Police College in Ottawa, and Washington Mutual Bank in Los Angeles – to name just a few.

Amazingly, most of what we know about the human brain has been learned in only the last few years, and Brian will show us how to use that information to invigorate and revitalize those three-pound organs inside our heads – our brains. Thwaits says, “Your brain likes to enjoy life and have a nice time, and it works best when it’s happy and entertained.” Using our brains in fresh and progressive ways can help to unleash their naturally creative inclinations in dramatic ways!

*“Right from the beginning, you had our group captivated and laughing. We received a tremendous response. You taught us all something that we will take with us for the rest of our lives.”*

**- City of Waterloo**

## Marc Garneau – *Mission Possible*

Tuesday – 27 November 2007



A distinguished naval officer and decorated astronaut; Marc Garneau is a unique Canadian hero.

Born in Quebec City, Garneau gained a degree in

engineering physics at the Royal Military College of Canada in 1970 and a doctorate from Imperial College, London in 1973.

Garneau joined the Canadian Navy in 1974 to work as an engineer. He first served as a systems engineer aboard the HMCS Algonquin until 1976. After a further six years of service in the Canadian Forces, he was promoted to Commander in 1982.

In 1984 he was seconded to the new Canadian Astronaut Program (CAP), one of six chosen from 4,000 applicants, and became the first Canadian in space. Garneau served as payload specialist on the shuttle Challenger’s mission in October of 1984. As mission specialist, he flew on two further flights: *Endeavor* in May 1996; and *Endeavor* to the International Space Station, November-to-December 2000. During his 15 years as an astronaut, Garneau logged over 677 hours in space.

In February 2001, he was appointed Executive Vice President of the Canadian Space Agency and became its President in November of the same year. In 2003, Marc Garneau was installed as the ninth Chancellor of Carleton University in 2003 and was made a Companion to the Order of Canada. Marc’s keynote will give you a perspective of our earth that you’ve never imagined!

*“You are a true inspiration and a formidable orator. Team Rogers Wireless was thrilled to meet you; and had nothing but glowing comments about your speech. Marc, you set the room on fire as you fired imagination into each and every person.”*

**- Rogers Wireless**

## Peter Legge – *Runway of Life*

Wednesday - 28 November 2007



Peter Legge is an inspiration to anyone who meets him. Peter Legge lives his life dream as an internationally acclaimed professional speaker, and as president and CEO of the largest, indepen-

dently-owned magazine publishing company in Western Canada – with a network of 20 magazines and annual sales in excess of \$25 million.

For more than 40 years, Peter Legge has embodied the gutsy spirit of the entrepreneur. He is a community leader tirelessly devoting his time to many worthwhile organizations. Peter is a Past Chair of the Vancouver Board of Trade.

Peter Legge travels the world as a motivational speaker, accepting more than 100 assignments each year from clients who know that when he speaks, his words will be a catalyst for positive change.

As a successful businessman, community leader, father and husband, Peter Legge’s wry observations on life are crafted into powerful messages. He has told many of his stories in the best-selling books *How to Soar with the Eagles*, *You Can If You Believe You Can*, *It Begins with a Dream*, *If Only I’d Said That* and *Runway of Life*. Peter Legge is topical, on target – and guaranteed great!

*“Thank you once again for the tremendous impact you had upon our community in High Point. We’ve received so many enthusiastic comments regarding our AGM and they all focus upon your outstanding presentation. Thank you so much for your time, your talent and your heart for giving, you truly touched our community.”*

**- High Point Community Foundation**

*“Mr. Legge gave an exceptional presentation at our annual meeting. He tied the message of the importance of communication to attitude in our lives. It’s all the same; attitude will dictate a success or failure. Very well done.”*

**- Agricore United**



# CONVENTION AGENDA *(subject to change)*

## MONDAY 26 - NOVEMBER - 2007

Convention Registration will take place from 9:00 a.m. to 3:00 p.m. in the Manitoba Room

**9:00 a.m. – 4:00 p.m.** **AMM Display Area Open**  
Manitoba Room – Lower Level

**11:00 a.m. - 1:00 p.m.** **Lunch Break**

**1:00 p.m.** **Annual Business Meeting**  
UCT Pavilion – Lower Level  
2006 Convention Minutes  
Annual Financial Report and  
Annual Report Review  
Municipal Insurance Program  
Convention 2007 Overview

**1:30 p.m.** **President of the Treasury Board**  
UCT Pavilion – Lower Level  
(Invited)  
The Honourable Vic Toews,  
MP for Provencher

**2:00 p.m.** **Keynote Speaker**  
UCT Pavilion – Lower Level  
Brian Thwaites “So One Brain  
Said to the Other”

**3:00 p.m.** **Refreshment Break**

**3:15 p.m.** **Plenary Session – Manitoba**  
UCT Pavilion – Lower Level  
**Water Stewardship**

**4:30 p.m.** **Adjournment for the day**  
UCT Pavilion – Lower Level

**7:30 p.m. – 12:30 a.m.** **Icebreaker**  
Convention Hall - Upper Level  
Meet the Sponsors and enjoy  
refreshments and the live music of  
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**The ACE Band**  
*\*Open to Delegates, Partners,  
Icebreaker Sponsors and AMM  
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## TUESDAY 27 - NOVEMBER - 2007

Convention Registration will take place from 10:00 a.m. to 3:00 p.m. in the Manitoba Room

**9:00 a.m.** **Opening Ceremonies**  
UCT Pavilion – Ground Floor

**10:00 a.m. – 3:30 p.m.** **AMM Display Area Open**  
UCT Pavilion – Ground Floor

**10:00 a.m.** **Minister of Intergovernmental**  
UCT Pavilion – Ground Floor  
**Affairs**  
The Honourable Steve Ashton,  
MLA for Thompson

**10:30 a.m.** **Nominations for AMM**  
UCT Pavilion – Ground Floor  
**President Open**

**10:35 a.m.** **Keynote Speaker**  
UCT Pavilion – Ground Floor  
– *sponsored by* **WARDROP**  
Marc Garneau “Mission Possible”

**11:45 a.m.** **General Announcements**  
UCT Pavilion – Ground Floor

**11:00 a.m. - 1:00 p.m.** **Lunch Break**

**1:15 p.m. & 2:05 p.m.** **Workshop Session A**  
- Manitoba Cities Forum – Part One  
- Green Manitoba  
- Town of Altona and Immigration  
& Multiculturalism Division,  
Labour & Immigration Manitoba  
- Public Utilities Board (PUB)  
- Affordable Housing Initiative

**2:15 p.m. & 3:05 p.m.** **Workshop Session B**  
- Manitoba Cities Forum – Part Two  
- Green Manitoba - repeat session  
- Town of Altona and Immigration  
& Multiculturalism Division,  
Labour & Immigration Manitoba  
- repeat session  
- Association of Bilingual  
Municipalities of Manitoba (AMBM)  
- Environment Canada

**3:15 p.m.** **Nominations for AMM**  
UCT Pavilion – Ground Floor  
**President Close**  
Candidate Speeches

**3:30 p.m.** **Federation of Canadian**  
UCT Pavilion – Ground Floor  
**Municipalities** – President Gord  
Steeves, Councillor, City of Winnipeg

**3:45 p.m.** **Resolutions Session**  
UCT Pavilion – Ground Floor

**4:30 p.m.** **Adjournment for the day**  
UCT Pavilion – Ground Floor



## WEDNESDAY 28 - NOVEMBER - 2007

Convention Registration will take place from 9:00 a.m. to 3:00 p.m., Lower Level Concourse

**9:00 a.m.**  
UCT Pavilion – Lower Level  
**Keynote Speaker**  
Peter Legge “The Runway of Life”

**10:00 a.m.**  
UCT Pavilion – Lower Level  
**Leader of the Official Opposition**  
Hugh McFadyen, MLA Fort Whyte

**10:15 a.m.**  
UCT Pavilion – Lower Level  
**Leader of the Liberal Party of Manitoba**  
Dr. Jon Gerrard, MLA River Heights

**10:30 a.m.**  
UCT Pavilion – Lower Level  
**Resolutions Session**

**11:45 a.m.**  
UCT Pavilion – Lower Level  
**Elections for AMM President Nominations for Vice-Presidents Open**

**11:45 a.m. - 1:00 p.m.**  
**Lunch Break**

**1:00 p.m.**  
UCT Pavilion – Lower Level  
**Presidential Election Results**

**1:05 p.m.**  
UCT Pavilion – Lower Level  
**Nominations for AMM Vice-Presidents Close**  
Candidate Speeches

**1:30 p.m.**  
UCT Pavilion – Lower Level  
**Plenary Session**  
Wind Energy and Municipalities  
Come get the “straight goods” from a panel of experts on the often confusing issue of wind farms.

**2:15 p.m.**  
UCT Pavilion – Lower Level  
**Elections for AMM Vice-Presidents**

**2:30 p.m.**  
UCT Pavilion – Lower Level  
**Final Resolution Session**  
**Vice-Presidential Election Results**  
**Adjournment for the day**

**6:00 p.m.**  
Manitoba Room – Lower Level  
**Gala Banquet**  
Doors and a cash bar will open at 6:00 p.m. The evening will begin at 7:00 p.m. with dinner followed by a program and entertainment.

## THURSDAY 29 - NOVEMBER - 2007

Convention Information Desk will be available from 9:00 a.m. to 10:00 a.m., Lower Level Concourse

**9:00 a.m.**  
UCT Pavilion – Lower Level  
**Plenary Session – Enid Slack**

**10:00 a.m.**  
UCT Pavilion – Lower Level  
**Ministerial Forum**  
This is an opportunity for municipal officials to ask questions of the Provincial Cabinet and an opportunity for Provincial Ministers to hear key municipal concerns.

**11:50 a.m.**  
UCT Pavilion – Lower Level  
**Special Announcement**

**12:00 p.m.**  
UCT Pavilion – Lower Level  
**Grand Prize Draw & Convention Adjournment**  
Grand Prize of \$2000 Trip Voucher  
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## PLENARY SPOTLIGHT

### Fiscal Balance – Dr. Enid Slack

No issue has taken more time and resources of the AMM in the last two years than the Fiscal Balance. And maybe this is because it isn't a single issue at all, but rather an overarching theme that underlines almost all of the challenges facing municipalities today.

When you look at the active resolution list of our association or if you look at the list of resolutions coming up at this year's convention, you see the connection between the challenges municipalities are facing today and the fiscal balance issue. Be it the challenge of a large urban centre to build additional infrastructure to meet the growing demands of an increasing population or the challenges of a small rural municipality to attract investment into their community, the connection can be made to the work being done on the fiscal balance file.

So what are we talking about when we say fiscal balance? One of the first prominent uses of the term comes from the discussions of the Council of the Federa-

tion, a loose grouping of all 13 provincial and territorial leaders, in their discussions with the Federal Government. The Provinces found an imbalance between their revenues and responsibilities in relation to those of the Federal Government. Calling this the vertical fiscal imbalance, the Council of the Federation called on the Federal Government to take action to better align revenues and responsibilities.

While the terminology is new, the idea is not in the municipal world, as municipal governments have long been drawing attention to the growing gap between municipal responsibilities and revenues. With property tax making up the main source of revenue, municipalities are challenged to meet ever-growing responsibilities with a relatively stagnant revenue stream.

Last year, the AMM invited Dr. Enid Slack to provide an overview of the fiscal balance from a municipal perspective at the annual convention. Dr. Slack's

presentation was truly informative and helped to highlight some of the challenges municipalities are facing not only across Canada, but here in Manitoba as well.

Since last year, all of the provincial municipal associations across together hired Dr. Slack to develop a comprehensive report on the municipal roles, responsibilities and resources of municipal government across Canada. This has been no small undertaking as a great deal of material was synthesized into a concise and thorough report. Because of the developments of the last year, the AMM has asked Dr. Slack to again make a presentation to the delegates at this year's convention to talk about her report and to provide an even fuller overview of the municipal landscape across Canada and here in Manitoba.

There is no doubt this presentation will be a must-see for delegates and one that will be of interest to all municipalities, big or small.

**“There is no doubt this presentation will be a must-see for delegates.”**

### Manitoba Water Stewardship

Perhaps no single issue has generated more AMM resolutions over the years than drainage. Be it a wet or dry year, drainage and water retention are always top issues. As such, the AMM has invited Manitoba Water Stewardship to attend this year's convention and update the membership on the changes to the drainage enforcement process. A long-standing concern, Manitoba Water Stewardship has strengthened the enforcement process as one tool to reduce the unlicensed drainage often seen across the province.

### Wind Energy and Municipalities – the Straight Goods

A real current issue for municipalities is wind farms. Wind power seems to be in the news a lot right now, attracting a lot of attention due to it being a clean, renewable, green energy source. With Manitoba Hydro's call for up to 300 megawatts of new wind power generation, the issue has been on the minds of a lot of municipal officials. Wind farms are a new challenge to municipalities in their role as the guardians of local land use planning, and many municipalities have been left to try to sort through the process alone. The AMM has decided this year to try to bring the experts in the field to municipalities with “Wind Energy and Municipalities - The Straight Goods”. This panel will provide an overview on wind farms from the Canada Wind Energy Association, as well as Manitoba Intergovernmental Affairs – Community Planning Branch giving municipalities the key issues on developing wind farms from a planning perspective. Representatives from the community of St. Leon's will be on the panel as well to provide a practical example of the process they went through in developing their 99 MW wind farm. Rather than just a debate on the merits of wind power, this panel will give municipalities what they need to know about wind farms from a practical, on the ground perspective.

**NOTE:** This session is a panel discussion.



# WORKSHOP HIGHLIGHTS

## Association des Municipalités Bilingues du Manitoba (AMBM)

In recognition of the diversity of our membership, the AMM again this year will have the Association des Municipalités Bilingues du Manitoba (AMBM) on the agenda. Delivered in French with English translation, come hear what the AMBM is working on and the key initiatives being undertaken in the francophone communities of the province.

## Green Manitoba

Since its inception, Green Manitoba has been working to move the recycling programs in Manitoba to a new, more efficient industry based model. Recycling is an important issue in many communities and has become an expectation of local citizens. As such, municipalities have a keen interest

in the work being done by Green Manitoba in all areas of recycling. Green Manitoba is on the agenda this year to provide an update on the work being done on household hazardous waste, electronic waste, as well as paper and packaging recycling.

## Public Utilities Board (PUB)

Everybody knows the name Public Utilities Board, but not everyone knows what the PUB does. The AMM meets regularly with the PUB to discuss issues and concerns and this year we felt it would be beneficial to have the PUB come out to the convention and provide both an update on what the PUB does and just as importantly, what the PUB doesn't do. The PUB is an important body for municipalities and it is important that you as an elected official understand what the PUB is all about.

## Immigration

A new issue to the AMM Convention is immigration. While many communities are struggling to retain members of the community, others are embracing new ones. Come hear first hand the experiences of one community with attracting and retaining members of their community.

## Affordable Housing

An issue that is often heard from AMM members is housing. Many communities are experiencing problems finding affordable housing for people in their communities. While perhaps the scope of the issue isn't the same as in major metropolitan centres, the needs of smaller communities are just as real. Come hear first hand from the Department of Family Services and Housing about the new Provincial Housing programs and see how they can help your community.

## Manitoba Cities Forum

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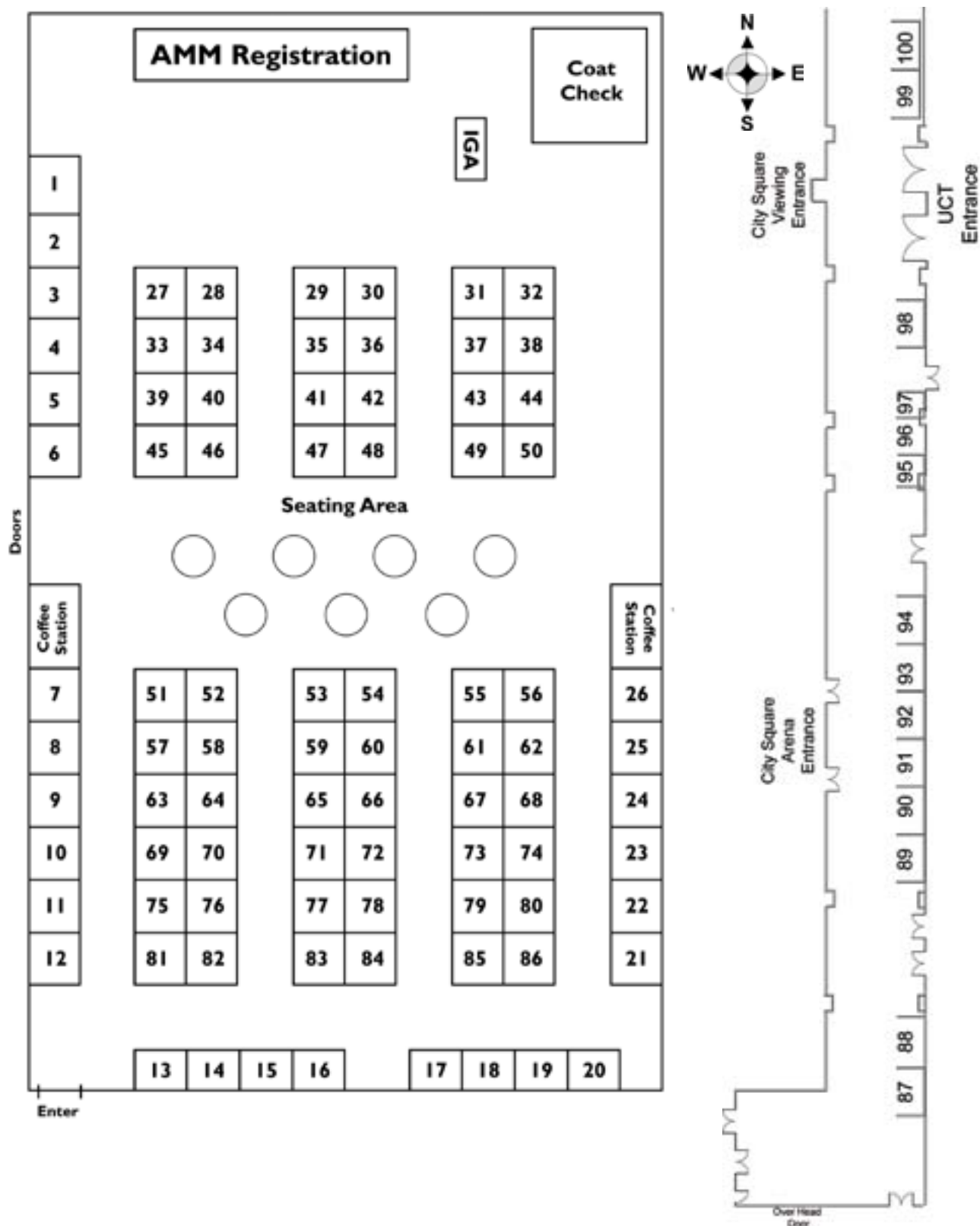
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I-Net Link	14				
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Lewis Instruments	6				
Manitoba Conservation					
Districts Association	10				
Manitoba Historic Resources Branch	79				
<b>Manitoba Hydro</b>	<b>40</b>				
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Equipment	17				
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MPSC	16				



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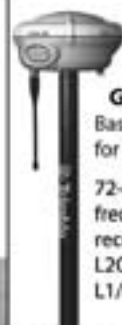


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# Governance Success: It's No Accident

amm Education 2007

The fourth workshop of the 2007AMM Education Program was a great finale to a year of informative and practical sessions for municipal officials.


On October 5, 2007 in Portage la Prairie, **Gordon McIntosh**, President of the Local Governance Leadership (LGL) Institute, led 130 municipal officials in the exceptional and interactive workshop, **Governance Success: It's No Accident**. The purpose of the session was to develop indicators of governance and administrative success as well as strategies to achieve maximum organizational excellent.

Gordon began the day by identifying the four fundamental components that were covered in the session: common expectations, good decisions, clear roles, and organizational improvements. From there, he addressed each of the components individually with a presentation, work group exercises and a full participant discussion.

Along with identifying criteria used to assess effectiveness of local government and its governance and administration, the workshop also focused on the core functions of local governments: strategic direction and policy choices, systems coordination, and service delivery. The group then identified the top success indicators for the functions. The work group exercises kept the partici-

pants busy by exchanging ideas, commonly encountered issues and practices that have proven successful.

Gordon provided challenging ideas and

useful tools to the enthusiastic participants. Better yet, he reminded the group of the motivational goal to "leave your organization in a better place than it is today." 



Workshop presenter Gordon McIntosh (L) chats with Councillor Bob Bodnaruk, RM of Springfield, during the October 5 Education session in Portage la Prairie.

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# Anatomy of an amalgamation – Part II

Submitted by the RM of Killarney-Turtle Mountain

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

The Winter 2006 issue of *Municipal Leader* included Part I of the story. We hope you enjoy Part II of "Anatomy of an Amalgamation."

The first regular meeting of the new amalgamated Municipality of Killarney-Turtle Mountain took place on January 3, 2007. Due to the historic nature of this meeting, after conducting most of the official business, Council went to a cairn site at Wakopa, 25 km southwest of Killarney. It is here where the Rural Municipality of Turtle Mountain held its first meeting 125 years ago.

## Committees

Like any municipality, we needed to develop our operational procedures before moving forward. Council finalized their organization and procedure by-law and set up various committees to deal with the different departments and issues in each department.

Prior to the establishment of these working committees both Councils dealt with issues as a committee of the whole council.

This worked in the past, but after combining the two corporations, it was thought that this would be cumbersome and would take up too much time to deal with issues. Although this is a new way for Council to do business, it has been working well.

The committees spent considerable time meeting with senior staff members reviewing Council's priorities for the upcoming fiscal year. The committees also meet with staff to establish a comprehensive five-year plan for each department.

After receiving the priorities of the committees, all expenditures were split into the respective areas of taxation.

## Financial

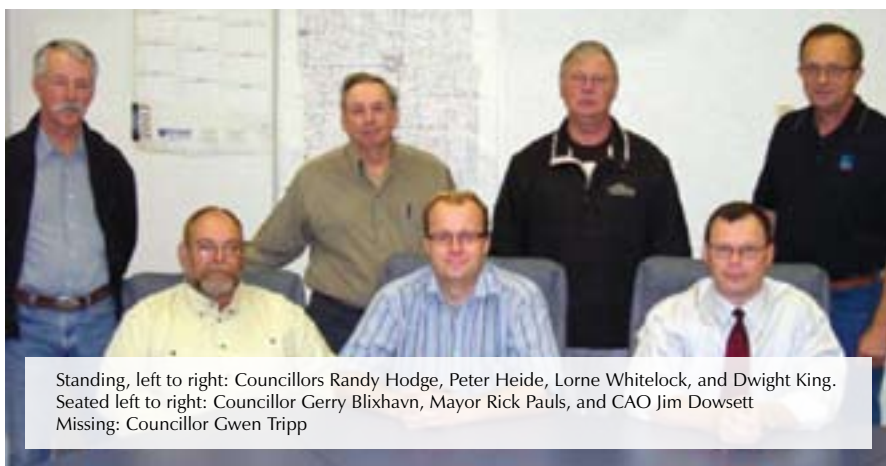
The Municipality of Killarney-Turtle Mountain has a mill rate for **At Large**, which covers the expenses that are shared equally by all ratepayers of both wards. These expenses include legislative, general administration, other general governmental expenses, fire protection, landfill site, cemeteries, planning, and economic development.

The other mill rates are **Urban** and **Rural**, which covers expenses where the benefit of the expenses is directed to one area or the other. These different mill rates required a change to *The Municipal Act* (see sidebar).

For example, **Urban** expenses include policing, garbage collection, beautification and land rehabilitation, parks, playgrounds and street and road work that is done in the Urban area. The Urban mill rate includes debentures that belonged to the Town of Killarney prior to amalgamation.

Examples of the **Rural** mill rate expenses include street and road work that is done in the Rural area, weed control and conservation.

We held numerous pre-budget meetings to ensure that the expenditures were expensed to the right area of taxation. The Council feels strongly that by taking our time and making sure that the financial portion of the amalgamation was done properly, it would save us time and headaches in the future.



Standing, left to right: Councillors Randy Hodge, Peter Heide, Lorne Whitelock, and Dwight King.  
Seated left to right: Councillor Gerry Blixhavn, Mayor Rick Pauls, and CAO Jim Dowsett  
Missing: Councillor Gwen Tripp

## New Mayor for Killarney-Turtle Mountain

As if the process of amalgamating wasn't enough of a challenge, the Municipality of Killarney-Turtle Mountain also held a by-election in June. During a meeting of council on April 11, 2007, former Mayor Brian Moore resigned the position he had held for only six months. Moore was opposed to final reading being given to a "Local Improvement" by-law authorizing the borrowing of more money to fund a new recreational facility. (The entire process was chronicled in the August, 2007 Manitoba Ombudsman "Report Regarding the Municipality of Killarney-Turtle Mountain Local Improvement Plan".)

The new Mayor of the Municipality of Killarney-Turtle Mountain is Rick Pauls. Pauls won by only 36 votes in an election that saw just over 44.5 per cent voter turnout. Pauls picked up 628 votes to Sandra Warnez's 592.

Pauls feels the community needs to start coming together on big projects like the new recreational facility. "The New Facility is being built, it's underway, and now it needs all of our support," stressed Pauls. The new Mayor is also eager to get up to speed on other projects for the area such as the wind farms and the proposed ethanol plant, and wants to see better communication between the school board and council.

Pauls and his wife, Jenny, have four young children and he is also the manager of the local Chicken Delight.

Source: Killarney Guide



## Staffing

The Town of Killarney staff was unionized and the Municipality of Turtle Mountain staff was not. However, the amalgamation caused the two separate staffs to come under one unionized collective agreement. A new salary structure was agreed upon and the hours of work that were different for the union and non-union staff were unified.

The biggest change to staffing was the Foreman's duties. The Public Works Department has experienced considerable overlap in duties and the assignment of staff is still a work in progress. We meet once a month to evaluate the staffing requirements for our different projects.

## Things that could have worked better

### Planning

Because our planning district was made up of the Town of Killarney and the RM of Turtle Mountain only, we were not allowed to maintain the Planning District after amalgamation. This is because *The Planning Act* clearly states that a district must have two or more municipalities. This was a situation both the Municipality and the Department of Intergovernmental Affairs missed the opportunity to address. Prior to the amalgamation, all prior combinations of municipalities had belonged to a larger planning district.

Council has resolved to continue as an individual planning area, but has not ruled out the possibility of combining with a neighboring planning district at some point in the future.

The amalgamation of the Town of Killarney and the Rural Municipality of Turtle Mountain was a complex affair that involved an actual change to *The Municipal Act* s.52(1)ii. 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 again that the rural areas did not want to pay for services in urban areas, and vice versa," explains Chief Administrative Officer Jim Dowsett. "Once that changed we were able to proceed with the full support of our ratepayers."

“We can certainly see the benefit down the road of amalgamation, and we look forward to telling you all that we have learned when we conclude this series in early 2008.”

### Governance

Our proposal to amalgamate the corporations stated that both the previous Councils would remain in place until December 31, 2006, and the newly elected Council would take over on January 1, 2007.

It is our feeling that, in the future, Councils should not worry about the transition from the two corporations to one for governance. Our experience showed that the old Council was, naturally, uncomfortable making decisions that might affect the new Council. By the same token, members of the newly elected Council hesitated to make decisions until they officially took office.

To avoid this discomfort, it would be our recommendation that a newly elected amalgamated Council assume their role as Council the day after election.

### Conclusion to date

The amalgamation is ten-months-old. At this point, we don't feel that our ratepayers have

noticed any changes in the services that we provide. To most of them, it continues to be "business as usual."

The people who have likely experienced the biggest change are our office staff. The creation of a new assessment roll, the setting up of the new financial statement, and the combining of payroll has made for a busy 2007 for our staff. During the amalgamation process, we changed our computer accounting software, started the construction of a new multi-purpose recreation facility, held a by-election and went through some staff changes.

If it sounds as if we have not had much of a chance to catch our breath so far – we haven't! While the many changes have taken their toll, they continue to smooth out as time goes on. We can certainly see the benefit down the road of amalgamation, and we look forward to telling you all that we have learned when we conclude this series in early 2008. Stay tuned! ♡

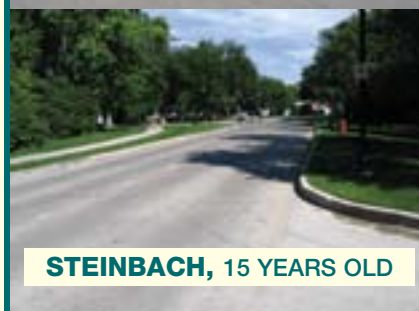
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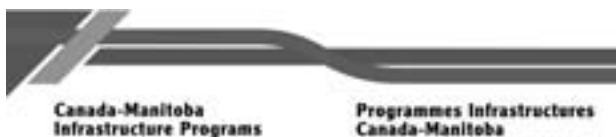
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# Dramatic increase in building construction costs

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

**Sorry!**

*We apologize to the readers, the author and HED Insurance & Risk Services for omitting this story from the last issue of Municipal Leader.*

**W**e have all watched residential real estate prices rise steadily over the past four or five years. These increases have been fueled by the increase in the costs to build new houses. Most of us, though, tend to forget that the costs to build commercial property have risen as fast, if not faster, than residential housing. So have the costs of construction and reconstruction of municipal properties and facilities.

## Market value vs. replacement cost

Many people often mistake "market value" (what you could sell your building for) with "replacement cost" (what it would cost to reconstruct your building as brand new construction). Market value is often substantially less, especially for older buildings, than the replacement cost, which encompasses the increased cost to rebuild a building with modern materials and designs that meet all the new building code requirements.

## Factors affecting construction costs

According to Stats Canada, commercial building construction costs have increased 12-15% or more each year for the past three years in many parts of Canada.

The largest increases have occurred in Alberta but increases have worked their way

into neighbouring provinces at a rate that has caught many people by surprise.

Here are some of the reasons and factors impacting these increasing construction costs:

- The high demand for building materials (such as softwood lumber, drywall, cement and steel) in building-boom areas has driven up the cost of most construction materials. Contractors report that drywall has been increasing by about 10% every three months for the past 18-24 months.
- Booming economies in Asia and India have fueled some very large building projects. One mega project in Indonesia is a massive multi-use facility combining commercial offices, shopping centers with full services and residences for over 50,000 people. This mini-city is said to require the entire world production of cement and steel for six months. These types of projects create shortages around the world that result in price increases as manufacturers and dealers try to fill the demand. Steel prices have increased approximately 40% in the past 18 months.
- Alberta has recently seen an economic boom as a result of the oil sands projects. The lure of higher wages in the oil fields has created a labour shortage in other parts of Alberta as well as in Saskatchewan and Manitoba, resulting in higher wages needed to retain workers. For example, coffee shops in Calgary are paying \$14-16

per hour for counter workers. One company reportedly had to pay \$50,000-a-year for a receptionist. In an effort to keep skilled workers at home, the Manitoba Government recently announced a 21% increase in construction labour rates. In spite of this increase, some unions still plan to strike for higher wages.

- There now are requirements to provide sprinkler systems and fire alarm systems for many public buildings and larger commercial buildings to meet Life Safety codes. This applies even to rinks if they are used for any other activity besides just a skating rink. With most communities using their arenas and rinks for many other activities, the sprinkler requirement would very likely apply to almost all rinks. No longer can you build (or rebuild) the wood frame Quonset shell over a skating rink.
- Other new building code requirements and by-laws also add to the costs to reconstruct buildings. Wood frame buildings such as Quonset skating rinks with open arch rib members cannot be rebuilt the same way any more. The wood frame materials, which are combustible, must be covered with fire rated drywall, or the structure must be rebuilt with non-combustible steel. Either option increases the cost. New construction codes also require all building plans to be approved by qualified architects and engineers.
- New construction must also provide 'barrier free' accessibility to all areas of the





building. This may include adding ramps, elevators and larger washrooms that may mean increasing the size of the building to accommodate these upgrades.

- Often smaller, rural contractors do not have the resources or experience to handle a large construction project. As a result, reconstruction of a larger facility in a rural community has the additional cost of travel and accommodation. This is further exacerbated as gasoline prices increase, impacting transportation costs of both the workers, and of materials and goods.
- Because of how busy they are, there is a shortage of available, qualified contractors for larger projects. Many contractors are now booked for 12-18 months ahead resulting in long delays in getting projects completed. These types of delays during a time of increasing prices means that reconstruction costs can increase further still.

*All of these factors present a major challenge in keeping your insured building values current.*

## Manitoba Municipal Insurance Program

Most facilities insured under the Manitoba Municipal Insurance Program enjoy the benefit of a *Blanket Coverage* option that provides guaranteed replacement cost coverage for those buildings even if the declared/estimated value for the building may not be totally adequate.

If these declared/estimated values are not kept up to date, the result is that the program's excess insurer pays claims at a higher level than the values that premiums were based on.

To ensure that Manitoba Municipalities maintain this valuable "guaranteed replacement" option, care must be taken to ensure that the declared/estimated values for the buildings reasonably represent the actual reconstruction costs. This is especially important with the rapidly increasing cost of construction.

Extensive work has been done to develop replacement cost factors for facilities such as water treatment plants, arena, curling and skating rinks using a Boeckh Building Evaluation system and consultation with adjusters, contractors and the Manitoba Assessment Branch.

The insurance program saw significant value increases applied to water/sewer facilities for the April 1, 2007 renewal, followed by revision of estimated values for arenas and rinks in early June. Review of estimated values of other facilities such as office buildings, garages, and community halls will follow in coming months.

Should you have any questions please feel free to contact **Linda Baker** at 1-800-665-8990 ext 7220, or **Ken Fingler** at ext 7279. ☎



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# LONG SERVICE AWARD RECIPIENTS

## CENTRAL DISTRICT

### CENTRAL DISTRICT – 5 Years

City of Portage la Prairie	Councillor Walter Keryluk
RM of Cartier	Councillor Dale Fossay
RM of Cartier	Councillor Andrew Peters
RM of Grey	Reeve Ted Tkachyk
RM of Louise	Councillor Nick Clayson
RM of Macdonald	Councillor Roger Kirouac
RM of Macdonald	Councillor Brad Erb
RM of Morris	Councillor Lionel Wiens
RM of North Norfolk	Councillor Karl Voesenek
RM of Pembina	Councillor Art Klassen
RM of Pembina	Councillor Eric Atkins
RM of Rhineland	Councillor Bernie Bergen
RM of Victoria	Councillor Raymond Huggart
Town of Altona	Councillor Earl Dick
Town of Morden	Councillor Irvin Wiebe
Town of Morden	Councillor Alex Fedorchuk
Town of Morden	Councillor Maurice Butler
Town of Morden	Councillor Ronald Laverty
Village of MacGregor	Councillor Cindy Gainger
Village of MacGregor	Councillor Barrie MacDonald

### CENTRAL DISTRICT – 10 Years

City of Portage la Prairie	Mayor Ken Brennan
RM of Dufferin	Councillor Barry Driedger
RM of North Norfolk	Councillor Ian Blyth

### CENTRAL DISTRICT – 15 Years

City of Portage la Prairie	Councillor Dave Quinn
RM of Cartier	Councillor Marshall Piper
RM of Macdonald	Councillor Doug Dobrowolski
RM of North Norfolk	Councillor Bill Wieler

### CENTRAL DISTRICT – 30 Years

Village of Crystal City	Mayor W.H. (Bill) McKittrick
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### CENTRAL DISTRICT – Life Membership Award

RM of Portage la Prairie	James Knight
--------------------------	--------------



## EASTERN DISTRICT

### EASTERN DISTRICT – 5 Years

LGD of Pinawa	Councillor Lynn Patterson
LGD of Pinawa	Councillor Karla Elcock
RM of De Salaberry	Councillor Marc Marion
RM of Franklin	Councillor Peter N. Friesen
RM of Hanover	Councillor Bernie Stahn
RM of Montcalm	Councillor Gerald Houle
RM of St. Clements	Councillor Rod Cameron

RM of St. Clements	Councillor Ray Frey
RM of St. Clements	Councillor Ed Gunning
RM of St. Clements	Reeve Steve Strang
RM of Ste. Anne	Councillor Laurie Evans
RM of Ste. Anne	Councillor Roger Massicotte
RM of Ste. Anne	Reeve Art Bergmann
RM of Victoria Beach	Councillor Bruce Morrison
Town of Beausejour	Councillor Art Berry
Town of Lac du Bonnet	Councillor Roger Lavoie
Town of Ste. Anne	Councillor Craig Cumming
Town of Ste. Anne	Councillor Donald Simard
Village of St. Pierre-Jolys	Councillor Raymond Maynard
Village of St. Pierre-Jolys	Councillor Denis Fillion
Village of St. Pierre-Jolys	Mayor Real Cure

### EASTERN DISTRICT – 15 Years

Town of Lac du Bonnet	Councillor Norman Plato
-----------------------	-------------------------

### EASTERN DISTRICT – 20 Years

Town of Beausejour	Mayor Don Mazur
--------------------	-----------------



## INTERLAKE DISTRICT

### INTERLAKE DISTRICT – 5 Years

RM of Armstrong	Councillor Ralph Hazelton
RM of Armstrong	Councillor Allen Evanchyshin
RM of Bifrost	Councillor Al Friederici
RM of Fisher	Councillor Brian Karsin
RM of Rosser	Councillor George Boonstra
RM of Rosser	Councillor Gordon Grenkow
RM of St. Andrews	Councillor Laurie Hunt
RM of St. Andrews	Councillor Wayne Boch
RM of St. Andrews	Councillor Robert Ataman
RM of St. Francois Xavier	Councillor Yvonne Wood
RM of St. Francois Xavier	Councillor Terry Leslie
Town of Stonewall	Councillor Pat Corbin
Town of Stonewall	Councillor John Ploszay
Town of Stonewall	Mayor Ross Thompson
Town of Teulon	Mayor Bert Campbell
Village of Riverton	Councillor Vickie Johnson
Village of Riverton	Councillor Kris Collins

### INTERLAKE DISTRICT – 10 Years

RM of Grahamdale	Councillor Richard Shannon
------------------	----------------------------



# LONG SERVICE AWARD RECIPIENTS

## INTERLAKE DISTRICT – 15 Years

RM of Bifrost	Councillor Donald Vigfusson
RM of Grahamdale	Councillor Clifford Halburda
Town of Arborg	Councillor Rita Shachtay
Town of Arborg	Councillor Steve Lupky

## INTERLAKE DISTRICT – 20 Years

RM of Fisher	Councillor Gordie Fuz
--------------	-----------------------

## INTERLAKE DISTRICT – 25 Years

RM of Woodlands	Reeve Don Walsh
-----------------	-----------------



## MIDWESTERN DISTRICT

### MIDWESTERN DISTRICT – 5 Years

RM of Blanshard	Councillor Beat Gamper
RM of Blanshard	Councillor Gary Stewart
RM of Glenella	Councillor John Wiebe
RM of Hamiota	Councillor Bob English
RM of Harrison	Councillor George Buhay
RM of McCreary	Councillor Allan Whyte
RM of Miniota	Councillor Leonard Lelond
RM of Miniota	Councillor Ross Rowan
RM of Minto	Councillor Ross Burnside
RM of Odanah	Reeve James A. Andersen
RM of Russell	Councillor Louise Miller

RM of Saskatchewan
RM of Shoal Lake
RM of Silver Creek
Town of Erickson
Town of Hamiota
Town of Minnedosa
Town of Minnedosa
Town of Minnedosa
Town of Minnedosa
Town of Shoal Lake

Councillor Everett Olson
Councillor John Hogg
Councillor Sean Katchin
Councillor Gerry Seguin
Councillor Ralph Lee
Councillor Vivian Bazin
Councillor Diane Hartley
Councillor Harvey Wedgewood
Mayor Duane Lacoste
Councillor Ken Charney

### MIDWESTERN DISTRICT – 10 Years

RM of Blanshard	LUD Member Donna Hume
RM of Saskatchewan	Councillor Ken Bayes

### MIDWESTERN DISTRICT – 15 Years

RM of Birtle	Councillor Murray Swereda
RM of Birtle	Reeve Roger Wilson
RM of Russell	Councillor Dale Wondrasek
RM of Shellmouth-Boulton	Councillor Rick Goraluk
RM of Shoal Lake	Reeve Don Yanick
Town of Hamiota	Councillor Allan Robertson

### MIDWESTERN DISTRICT – 20 Years

RM of Shoal Lake	Councillor Ron Gerelus
Town of Rosburn	Mayor Shirley Kalyniuk

### LIFE MEMBERSHIP PIN

RM of Ellice	George E. Boucher
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# LONG SERVICE AWARD RECIPIENTS

## NORTHERN DISTRICT

### NORTHERN DISTRICT – 5 Years

City of Thompson	Councillor Brian Wilson
City of Thompson	Councillor Oswald Sawh
City of Thompson	Councillor Harold Smith
City of Thompson	Mayor Tim Johnston

### NORTHERN DISTRICT – 10 Years

City of Thompson	Councillor Judy Kolada
City of Thompson	Norma Howitt

### NORTHERN DISTRICT – 15 Years

City of Thompson	Councillor Stella Locker
City of Thompson	Bill Comaskey

### NORTHERN DISTRICT – 25 Years

City of Thompson	Adrian DeGroot
------------------	----------------

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## Manitoba Good Roads Association

The new Executive elected in February is **Lawrence Morris**, President; **Jacques Trudeau**, Vice-President; and **Darlene Fisette**, Past President. The Urban Directors are **Greg Mandzuk** and **Marlene Cook**. The Rural Directors are **Calvin Jacobson**, **Bob Bruneau**, **Bob Thiessen**, and **Kurtiss Krasnesky**. The Chairman of the Judges Committee is **Roger Dennis** and the Corporate Representative is **Bob Omeniuk**. The representative for Manitoba Infrastructure and Transportation is **Prokopis Papadimitropoulos**.

The two-day **Gravel Road Design and Maintenance course** is being offered again this year. Courses will be held January 14-15 in Brandon, January 16-17 in Dauphin, and March 6-7 in the RM of St. Clements.

A one-day hands-on **Maintaining Gravel Roads seminar** will be offered October 16 in the RM of Thompson. Please watch your e-mail for important information on upcoming courses as well as registrations for all MGRA courses!

**Note: The AGM and Annual Awards Banquet will be held Tuesday, April 15, 2008 at the Royal Oak in Brandon.**

Contact: Box 1354, Portage La Prairie, MB R1N 3N9;  
Tel: 239-1035 Fax: 239-1054; E-mail: [mgra@mts.net](mailto:mgra@mts.net)

## PARKLANDS DISTRICT

### PARKLANDS DISTRICT – 5 Years

City of Dauphin	Councillor Paul Overgaard
City of Dauphin	Mayor Alex Paul
RM of Ethelbert	Councillor Ken Shewchuk
RM of Ethelbert	Councillor Walter Halabisty
RM of Ethelbert	Councillor Mike Semeniuk
RM of Gilbert Plains	Councillor Dennis Rehirschuk
RM of Gilbert Plains	Councillor Glen Bates
RM of Gilbert Plains	Councillor Jim Michaluk
RM of Lawrence	Councillor Melvin Chuipka
RM of Minitonas	Councillor Clint Eisner
RM of Minitonas	Councillor Walter Pacamaniuk
RM of Ochre River	Councillor Ilene Mayne
RM of Ochre River	Councillor Ron Oversby
RM of Ochre River	Councillor Clayton Watts
RM of Ochre River	Councillor Dave Wildeboer
Town of Grandview	Councillor Mel Graves
Town of Minitonas	Councillor John Caruk
Town of Minitonas	Councillor Bill Robb
Town of Minitonas	Councillor Doug Wagner
Town of Roblin	Councillor Brad Galatiuk
Town of Roblin	Mayor Doug Hazlitt
Town of Ste. Rose du Lac	Councillor Michel Letain
Town of Swan River	Councillor Phylis Friesen
Town of Swan River	Councillor Ron McRae
Village of Winnipegosis	Councillor Rob Barbe

### PARKLANDS DISTRICT – 10 Years

City of Dauphin	Councillor Victoria (Vicky) Yakemishin
RM of Ethelbert	Reeve Art Potoroka
Village of Winnipegosis	Mayor Gloria Kostelnik
Village of Winnipegosis	Councillor Vern Murkin
Village of Winnipegosis	Councillor Paul Tkachyshyn

### PARKLANDS DISTRICT – 15 Years

RM of Minitonas	Councillor Reid Shiel
RM of Ste. Rose	Councillor Ernest Soucy
Town of Ste. Rose du Lac	Councillor Ivan Worrall

### PARKLANDS DISTRICT – 20 Years

RM of Shell River	Albert Nabe
RM of Shell River	Joseph Senderewich
Town of Swan River	Mayor Glen McKenzie

### PARKLANDS DISTRICT – 30 Years

Town of Minitonas	Mayor Henry Barkowski
-------------------	-----------------------

### LIFE MEMBERSHIP

RM of Ste. Rose	Dwight Hopener
Town of Roblin	Lorne Boguski





## WESTERN DISTRICT

### WESTERN DISTRICT – 5 Years

RM of Archie	Councillor Tom Judd
RM of Archie	Reeve Brian Bajus
RM of Argyle	Councillor Daniel Martens
RM of Argyle	Councillor Hugh Stephenson
RM of Argyle	Reeve Bob Conibear
RM of Arthur	Councillor Gordon Dell
RM of Brenda	Councillor Daryl Teetaert
RM of Brenda	Councillor Bob Radcliffe
RM of Brenda	Councillor Bill Dekeyser
RM of Brenda	Reeve Duncan Stewart
RM of Cameron	Councillor Murray Phillips
RM of Cornwallis	Councillor Sam Hofer
RM of Cornwallis	Councillor Mike Cranford
RM of Cornwallis	Reeve Kurt Wasserberg
RM of Daly	Councillor Wes Paddock
RM of Daly	Councillor Donald Bromley
RM of Daly	Councillor Larry Fast
RM of Daly	Councillor Rodney Veitch
RM of Elton	Councillor David Mazier
RM of Elton	Councillor Harvey Paterson
RM of Glenwood	Councillor Sheldon Betker
RM of Glenwood	Reeve Sandy Sanderson
RM of North Cypress	Reeve Brad Wells
RM of North Cypress	Councillor Fred Jackson
RM of North Cypress	Councillor Ralph Oliver
RM of Roblin	Councillor Dennis Turner
RM of Sifton	Councillor Russell Thiessen
RM of Sifton	Councillor Fred Faucher
RM of South Cypress	Councillor Walter R. Cullen
Town of Carberry	Councillor Barry Anderson
Town of Deloraine	Councillor Roy Hathaway
Town of Melita	Councillor Carolyn Porter
Town of Melita	Mayor R.F. (Bob) Walker
Town of Oak Lake	Councillor Patrick Cox
Town of Oak Lake	Mayor Jeff Sigurdson
Town of Souris	Mayor Daryl Jackson
Town of Virden	Mayor Bruce Dunning

### WESTERN DISTRICT – 10 Years

Municipality of Killarney	
-Turtle Mountain	Councillor Dwight King
RM of Whitehead	Councillor Bob Willman
Town of Carberry	Councillor Dale Aitken



### WESTERN DISTRICT – 15 Years

RM of Daly	Reeve Evan Smith
RM of Edward	Councillor Perry Hendry
RM of Glenwood	Councillor Joe Goodwill
RM of North Cypress	Councillor Wendy Lundy
RM of Riverside	Councillor Jack Boake
RM of Riverside	Councillor Bob Dueck
Village of Glenboro	Councillor Loren Nelson

### WESTERN DISTRICT – 20 Years

RM of Glenwood	Councillor Doug Denning
Town of Souris	Councillor Jim Ludlam

### WESTERN DISTRICT – 25 Years

Municipality of Killarney	
-Turtle Mountain	Councillor Peter Heide
Village of Glenboro	Mayor W.R. (Bill) Shackel

### WESTERN DISTRICT – 30 Years

RM of Cameron	Reeve Wayne Drummond
RM of South Cypress	Reeve Earl Malyon

### LIFE MEMBERSHIP PIN

City of Brandon	Rick Chrest
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# Municipalities and the Constitution

## Part 1: Powers and paramountcy

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

**W**hat does the Constitution of Canada have to do with municipalities and how they go about their business? The answer is, "Quite a lot, actually."

All schoolchildren learn that Canada is a federation, made up of provinces, territories and a national government. Most of us were taught that there are three levels of government: federal, provincial and municipal. Those who have kept up with the news over the last 25 years would add First Nations governments to the list.

In legal terms, however, municipalities are entirely creatures of provincial legislative authority; they have only the powers conferred upon them by the provincial legislation that created them, together with those additional powers that must be necessarily inferred or that are essential to carrying on their mandates. The fact that municipal powers derive from provincial powers has implications on what municipalities can and

cannot do. For one, the provincial legislation cannot give powers to a municipality that go beyond those of the province.

One part (an important part) of our Constitution divides legislative powers between the provinces and the federal government. So, for example, under this "division of powers" the provinces have exclusive jurisdiction over "property and civil rights" and "municipal institutions;" the federal government has jurisdiction over "criminal law," "inter-provincial railways," "shipping and navigation" and "land reserved for Indians" (to name just a few areas). A municipality, being a creation of the provincial government, cannot pass by-laws that tread into areas that, "in pith and substance," fall under exclusive federal jurisdiction. This is known as "interjurisdictional immunity."

Some subjects, like "the environment," were not in the minds of the negotiators back in 1867, when most of this dividing was done. Some of these are areas of shared

authority. The Constitution provides that, in areas of shared jurisdiction, the exercise of a federal power trumps provincial powers. This is the concept of "paramountcy."

The circumstances in which the doctrine of paramountcy applies have been limited by the courts. For instance, in the Supreme Court of Canada case of *Spraytech v. Hudson*, the court upheld a municipal by-law that prohibited pesticide application that was otherwise allowed by provincial and federal legislation. The court held that the by-law was valid so long as it was enacted under a power granted by the legislation under which the municipality was created (in Manitoba, *The Municipal Act*) and so long as there was not a direct conflict with the other federal and provincial legislation. In other words, so long as complying with the by-law did not make it impossible to comply with the federal and provincial legislation, the by-law could stand.

The provinces (and therefore municipali-





ties) cannot pass laws that restrict the use of federal Crown lands. In May of this year the Supreme Court dealt with this issue in *British Columbia v. Lafarge Canada Inc.* Lafarge planned to build a cement off-loading and batching plant within the City of Vancouver, on Vancouver Port Authority (VPA) lands. The VPA is a federal authority, with its own land use rules under the *Canada Marine Act*. A residents' group, which was opposed to the project, argued that Lafarge should have obtained a development permit from the City before proceeding with the development. It thought that Vancouver should stop the development.

The Court confirmed that federal Crown lands are not subject to municipal zoning requirements, but that lands owned by a Crown agent (most Crown corporations and agencies are Crown agents) that are held outside of the scope of that agency may be subject to provincial (i.e., municipal) land use controls. In this case, however, the federal Crown chose to create its own port lands land use regulations that were inconsistent with Vancouver's zoning by-laws. The Court applied the paramountcy doctrine and decided that the federal rules trumped the zoning by-laws. No development permit was required.

Not all of the law that might be considered to be "constitutional" comes to us from written legislation. For example, the common law provides that the Crown is not bound by legislation unless the statute specifically states that it is binding upon the Crown. This principle is now contained in *The Interpretation Act*. So the "senior" levels of government (the provinces and the federal government and their agencies) are not bound to comply with municipal by-laws (although they will often do so in order to maintain good relations). Sometimes the chosen level of compliance may be less than perfect compliance. Absent some agreement to comply, the government cannot be forced to do so. Municipalities, on the other hand, must comply with applicable federal and provincial legislation.

For example, the federal and provincial Crowns are not subject to municipal taxes. Hence the system of "grants in lieu of taxes" that has developed. Similarly, they are not required to comply with municipal zoning by-laws, something that can lead to some interesting and uncomfortable situations when government development plans do not align with the municipal vision.

In a following article, I hope to introduce another part of our Constitution, the *Charter of Rights and Freedoms*, and explain its impacts upon the exercise of municipal powers. ♡



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## Central

Altona's CFAM radio interviewing President Bell.



City of Portage la Prairie councillors Jeff Bereza and Janet Shindle share a laugh.

Knight received a standing ovation from the crowd.



Former RM of Portage la Prairie Reeve Jim Knight receives a life membership award.

## Eastern

L to R - RM of Whitemouth CAO Scott Spicer, President Ron Bell, and Minister Ashton.



The Lord Selkirk Regional Chamber Choir performs O Canada to open the Eastern District Meeting.



AMM Staff Kimberly Ballance and Erika Rempel record the minutes.



CAO Doug Cavers, RM of Hanover and Maurice Leclaire, Councillor for the RM of Ritchot.



## Interlake

The Arborg Early-Middle Years School Choir perform O Canada.



Delegates listen attentively to presenters.





# Midwestern

George Boucher  
receives a life  
membership award.



Delegates vote on a resolution.



Fire  
Commissioner  
Doug  
Popowich  
(r) talks one-  
on-one with  
Councillor  
Willis Pushka  
and Mayor  
Merril  
Kiliwnik, Town  
of Russell.



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Director Alice Bourguoin opens the meeting.

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## Northern

Deputy Minister of Manitoba Intergovernmental Affairs, Linda McFadyen addresses delegates.



Delegates chat during a break.



Audie Dulewich,  
Mayor of Lynn Lake.



## Parklands



Delegates listen to Conservation Minister Stan Struthers.



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# Western



The Boissevain Legion Hall enjoyed a full house.



Speaking to a resolution.



Mayor William Shackel, Village of Glenboro.



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# Meet your front-line MTCML Official Supplier reps

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



## **Norm Dalman – Shippam & Associates**

Account Manager Norm Dalman has been with Shippam & Associates for 23 years. The company markets promotional products and recognition programs to corporate accounts, private business, government departments as well as municipalities.

Over the years, Norm has enjoyed meeting municipal representatives from all regions of Manitoba. He says he is excited about the upcoming Convention Display where he will have the opportunity to make new contacts and renew old friendships while displaying the latest products from Shippam & Associates.

Norm encourages his municipal clients to visit the company's large showroom at #2-1377 Border Street the next time they're in Winnipeg to check out the latest promotional items and fashions. Customers can also browse at Shippam's website: [www.shippam.com](http://www.shippam.com).

Norm and his wife Patricia, a high-school teacher, have two daughters and two grandchildren. When he isn't working, Norm enjoys spending time with his family, traveling and partaking in various recreational activities.



## **Henry Sylvia – Grand & Toy**

Henry Sylvia helps empower, inspire and offer solution options to the greatest resource of Canadian businesses and organizations – their talented and imaginative workforces. Henry is more than a salesman – he is a business partner who brings true value to his customers.

Henry enjoys working with his friendly municipal clients and is in regular contact with them as he helps them meet their office supply challenges. This includes providing normal day-to-day supplies like paper and pens, as well as ink and toner, computers, and furniture. A focus for Grand & Toy in the upcoming year is to combine customer spending in all office supply areas into one so clients see even more group purchase savings.

Grand & Toy offers such a large product segment that Henry says, "It seems like our market segment changes with the seasons. There is always a new product or procedure that promises to make a company better. Working for Grand & Toy gives me the product and program selection municipalities require and allows me to be the person that my customers come to with questions."

Away from work, Henry and wife Deborah are kept busy with their two daughters Aaliya (7) and Jaeda (4). For the last four years, Henry has also been very active with the Manitoba Dragon Boat Festival and for the past eight years, he has captained the Grand & Toy Paper Dragons team.



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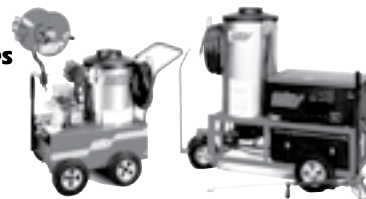
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