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Saskatchewan Association of Northern Communities

NEW|NORTH

Newsletter, October 2015

EMFS to Establish Beachhead in the Hearts and Minds of Northerners with Wildfire Survey

Demonstrating an unnerving ability to deal with any unexpected event, such as the outbreak of a federal election, the provincial government launched October 19 its wildfire consultations with northern communities. Rappelling into in-boxes all the across the north, the Emergency Management and Fire Safety (EMFS) branch's Wildfire Response Survey is the first echelon of a two-part pincer movement by the Ministry of Government Relations, which will include a community-by-community force projection by ministry officials in November.

The survey breaks into two parts. The first part is focused on government's communications strategies during the wildfire event.

The second part wants you to rip the police tape from your repressed memories to "rate your experience as an evacuee."

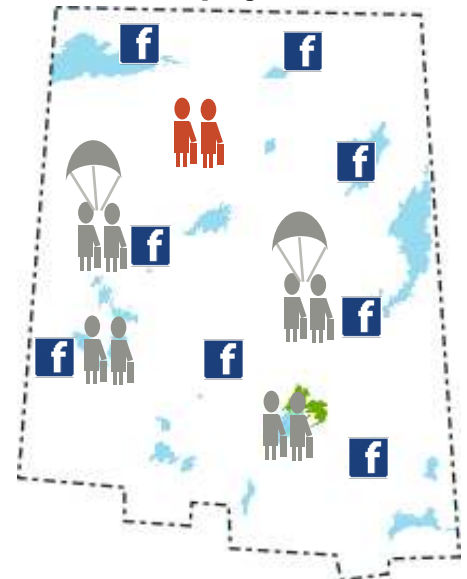
The survey's questions reflect the "public safety" mandate of the Ministry of Government Relations. Municipalities are expected to find a way to distribute these surveys to community members. An example of a delivery mechanism is if you are having a community meeting you can photocopy and hand them out. The survey is also online, so link it on your websites, too: www.saskatchewan.ca/haveyoursay.

Community Police Board Funding

The Ministry of Justice continues to show support for the Community Police Board concept by renewing funding for CPBs. But this time it's different, with New North holding the funds on behalf of the boards.

Each of the 12 CPBs in the provincial north will receive \$4500, to be used strictly for honoraria for CPB members, as well as odd bits and bobs (like account fees). Depending on how many members each board has, members will receive between \$50 and \$75 a meeting, assuming 10 meetings a year. Things like meeting expenses, travel, training, registrations for events and such like are all ineligible expenses. The funding is for honoraria between April and May, 2015-16 (and yes, we realize that means back-paying). More information will be forthcoming.

Northern SK Consultation Deployment



Ministry Officials



Social Media



Covert Operations



90 year old Smoke Jumpers

Administrators and Clerks Gathering

November 19-20, 2015, Prince Albert Holiday Inn Express

For the general information of everyone, the Administrators and Clerks Conference is all set for the dates mentioned up there.

The exciting news—for us, anyway—is that Justice Barclay, the Conflict of Interest Commissioner, is our keynote speaker, first thing on the 19th. Please, everyone attending, make sure you are on time!

Following the commissioner will be Brad Henry, Executive Director of Northern Municipal Affairs, and then perhaps Roger Parenteau from the Saskatchewan Housing Corporation, who will be running through the Housing Needs Assessment Plans that you may need in order to access funding for housing in your community.

After lunch we have scheduled special presentations by Victoria McDonald, CAO of the Town of La Ronge, and Martine Smith, Pinehouse's administrator, who will recount her exciting and never-ending journey as a respondent in the Freedom of Information process.

The next day, Friday, the Water Security Agency will be going through the responsibilities of water permit holders. And if you've ever been to a Waterworks Conference, you will know that where there is the WSA there is cream puffs! Oh wait, that was the other place. Nuts.

The Administrators Conference will, as always, offer up so much more than all of the above; we are still filling in some slots. Administrators and Clerks are warned that there will be lots of talking and lots of networking. Also, we are providing lunch on both days; and our Sunshyne will be on hand for nails and lashes (just kidding; not a bad idea though).

New North Staff Make it Back from Cumberland House Wiser, Slightly Rounder

Thinking that northern Saskatchewan in the fall isn't breathtaking enough, we decided to take the drive over the 55 to the home of the North Saskatchewan River delta, the best ribs this side of the third meridian, and the awesome hospitality of Val Deschambeault and her team in the Cumberland House village office.

Whilst we were there to work out some details around New North's Financial and Administration Capacity Building Program, Val took the time to give us a tour of their market garden—which was still going strong despite an ill-tempered frost hitting some of the peppers. Val and the New North CEO, Al (pictured right), came away with their arms laden with celery, tomatoes, strawberries and a tractor. Ok, we had to put the tractor back.

The workers were off getting training for closing out the season, but we could see where they had already furrowed a new patch of earth for next year's potatoes.



Provincial Govt. Anti-Sexual Violence Against Women Video Needs Likes on Facebook

The provincial government has gone out and bought a new video that takes a confronting look at sexualized violence against women. Originating from the Ontario Government's swing into the anti-sexual violence against women domain, the video is interesting for its positioning of the viewer—you and me—as co-accomplices in sexual violence against women when we see something and don't "speak up."

The series of four vignettes has the viewer, who is put "in the frame" as a witness, watching:

- a woman, presumably incapacitated by alcohol, meekly fending away a man committing a sexual assault on her, while another man films it
- a teenager showing his buddies a series of photos of his girlfriend in increasingly revealing poses
- a guy spiking a woman's drink at a bar
- a man in a workplace situation applying a clearly unwelcome shoulder massage to a female co-worker.

In each case, the offending male addresses the view directly, thanking "us" for "not telling" anyone about what we are seeing them doing.

After a voiceover and graphic telling the viewer that we could have prevented these events from happening if we weren't so spineless, we cut back to each of the women thanking "us" for preventing them from being assaulted or harassed. The video is effective because it potentially makes everyone responsible for sexual violence against women. Such acts are not just the acts of men—who are clearly identified as bad (we had no idea beards and other facial growth were codes for that). The video suggests that acts of violence against women are enabled and implicitly approved of by the culture of silence that exists around them.

The government's direction is a positive one. However, we'd like to see something a little more homegrown tackling domestic and lateral violence—by far the contexts in which most of the sexualized violence against women and men occur in Saskatchewan. We understand that politically that is less safe ground for governments, so could something not come from northern Saskatchewan? Let us know your thoughts.

The video is available on the government's Facebook page. They also have a twitter thing, #SpeakupSK.

Get Money, Then Celebrate

The Department of Canadian Heritage provides financial support for activities organized on specific days during the Celebrate Canada period, which is from June 21 to July 1, 2016.

The Celebrate Canada period includes National Aboriginal Day on June 21, Saint-Jean Baptiste Day on June 24, Canadian Multiculturalism Day on June 27 and a little thing called Canada Day on July 1.

Applications are accepted from non-profit organizations, businesses, educational institutions or municipal governments who are organizing events that fit within the time frame and themes. The deadline for applications is November 16, 2015. So get to it!

For full application details go to www.pch.gc.ca and click around until you find it.

The RM of Sherwood: The Scandal That Keeps on Giving BY MATT HELEY*

In a recent case, Baker v Sherwood RM (2015), councillors failed in their bid to recoup legal costs for the Barclay Inquiry. We go over the case and point out some implications.

The recent court case involving the RM of Sherwood illustrates some of the rules and guidelines that administrators and elected officials need to be careful of when drafting their bylaws. The case also highlights the issue of the legal indemnification of elected officials, and asks us to consider how adequately councillors are covered by current legislation in the event of legal action being brought against them for “acts or omissions” when acting in their capacity as councillors. The facts of *Baker v Sherwood RM* (2015) are these: back in 2014, the provincial government ordered an inquiry into the affairs of the RM of Sherwood after residents raised concerns about the actions of the council in relation to a property development (Wascana Village). The Inquiry was conducted by Justice Ron Barclay. While doing his investigation Barclay discovered there might be some funny business involving the Reeve of the RM, and he asked for another Inquiry. This Inquiry (which led to the Barclay Report) resulted in the Minister for Government Relations removing the Reeve for conflict of interest and other assorted acts of misconduct related to property deals that would have netted him about \$57m.

The councillors of the RM called to the Inquiry did not have their legal costs covered. Subsequent to the Inquiry, the councillors that were not fired hired a lawyer to help them draft a bylaw giving the RM the power to reimburse them for their legal costs. Residents of the RM petitioned the court to have the bylaw quashed, and that’s where we are now.

In essence, the bylaw proposed by the RM indemnified councillors by “assuming the cost of defending” them in “an action or proceeding”; as well, the bylaw provided for the RM to “[pay] damages or costs awarded against” them as a result of an action or proceeding, provided that they had been acting honestly and in good faith with a view to the best interests of the RM in relation to the “acts or omissions” that have led to the legal action.

The bylaw also specified that requests for reimbursement from councillors would be made to the administrator, who would have authority to pay the costs or damages. The administrator would also have the discretion to have the legal costs “assessed as to their reasonableness” before paying out. So why did the court quash this bylaw?

At first glance, the bylaw looks reasonable. Basically, it looks like the RM is just giving full expression to various sections of *The Municipalities Act* (sec 335(3)) that allow a municipality to pay the costs of actions against councillors. (In *The Northern Municipalities Act*, these sections are ss375 & 376.) The RM’s bylaw also made use of the so-called “general purpose” section, which allows municipalities to make laws for the overall well-being and “good governance” of the municipality (s8 in the *NMA*).

The second part of the bylaw also looks reasonable, giving the power to the administrator to sort through the legal claims rather than bringing each one back to council to think about and vote on. This part of the bylaw just sets out how the bylaw will be administrated. Sounds OK, right?

Let’s deal with the second part first: the delegation of discretionary authority to the administrator (CAO in their case) to pay the legal bills. The court felt that this part of the bylaw was giving far too much authority to the CAO. Even though it looks to be basically an administrative issue, the court considered that because the Act specifically assigns authority to make financial and expenditure decisions to council, delegating this responsibility to an appointed officer would violate *other* parts of the Act that forbid councils from delegating their authority to carry out duties that are expressly given to them. (That’s strike one.) (Incidentally, you can see, of course, why the council might have wanted to delegate the separate and individual payments of the legal costs to someone outside of council; they may have felt, given the recent troubles around the whole conflict of interest file, that these issues needed to be dealt with at “arm’s length.”)

They just needed to put something in place to allow that to happen—by delegating it to the administrator to deal with!)

The first part of the bylaw—can councillors be indemnified from the costs of legal action “for acts and omissions” when acting in good faith—is slightly more complicated. As in all of these types of cases, the issue really comes down to the facts and how the Act applies to them. The legal principle is not in doubt (after all, it says in the Act that a municipality can indemnify a councillor). Rather, the question is whether this principle applies in this situation. As we mentioned, the council in their bylaw pointed to the authority to make this bylaw in two different places—the specific part of the Act that indemnifies councillors against legal action, and the general purpose part of the Act that allows municipalities to make laws in the “best interests” of residents.

On both counts, the court decided that the council acted outside the scope of those parts of the Act. In the case of the “best interest” section, the court thought the bylaw did not ultimately have the intent of serving the “best interests” of the residents of the municipality; it was, in fact, entirely done to serve the interests of the councillors. (That’s strike two.)

Strike three is that the court considered that the sections of the Act indemnifying councillors against legal action were not intended to cover the specific circumstances of this case. Section 356 & 355 are to indemnify councillors from being personally liable in situations where, for example, a municipal worker gets injured on the job or someone trips on a footpath and sues the municipality. The intent of the indemnification clause is to behave as a “companion piece” shielding councillors from *personal* liability in situations where the municipal corporation might be vicariously or directly liable for an “act or omission.”

For example, an injury to a municipal worker crashing a snowplow, the cause of which was poor maintenance because the council decided to spend their O&M budget on fact-finding missions to Vegas; the legislation strikes the councillors from the action even though their decisions led to the accident happening.

In that kind of situation, the Act’s indemnifying clauses would protect the councillors.

Lessons Learned from *Baker V Sherwood*

1. The legal indemnification parts of *The Northern Municipalities Act* (s375 & 376) are to be interpreted very narrowly, applying mostly in situations where the municipal corporation is being sued for things like negligence, and you as a councillor have been individually named. In these cases, you are indemnified and not personally liable for costs in the action. Here is the relevant judicial opinion:

“It would be extraordinary for a legislature to provide that a council member, faced with censure or changes in council procedures driven by a political or administrative disagreements between members of council, had the right to recover his or her legal costs of obtaining legal advice or seeking redress from the courts, from the public purse” (*Goulet v Buena Vista [Village]*, 2012).

2. Sections 375 & 376 do not apply to proceedings against you for statutory or regulatory violations. If legislation allows that a councillor can be fined or sanctioned because of non-compliance with that statute, then the indemnification clauses do not kick in to shield them from the consequences of that. For example, if *The Environmental Management and Protection Act* (2010) said that a councillor can be liable for the municipality’s non-compliant landfill or some problem with the water, s375 & s376 are not a protection.

3. You have to be careful that you have not accidentally delegated financial authority to anyone, other than council, in a bylaw.

4. When drafting bylaws, it is not necessary to point out in the bylaw which section of the Act is empowering you to make that law. In fact, because it is up to a complainant to prove that a bylaw is illegal, rather than for you to claim that it is legal, you make their job a lot easier when you do that. When making a decision about whether to quash a bylaw, a judge will look beyond the parts of the Act you may have cited in your bylaw to see whether authority exists anywhere for you to do have made that bylaw.

*** The author’s interest in the law goes back to the TV show *L.A. Law* (1985), followed by the *Law & Order* franchise in the 1990s-2000s. In 2002, he downloaded a diploma in law from the Internet. Since 2006 he has been practicing *Murphy’s Law*. The author remains a sought-after commentator during TV shows where there is a court case or something.**

2015 FEDERAL ELECTION

We thrash the dead horse that is the 2015 Federal Election one last time

Back in August we said that if we get voter participation in northern Saskatchewan that is equal to (or better) than the provincial average, we will see an NDP or Liberal MP in the northern riding. As we all know, that is exactly what happened. With participation rates in the north way beyond the 50% of 2011, northern voters overwhelmingly endorsed Georgina Jolibois and Lawrence Joseph as their best choices to represent them in Parliament. While Jolibois won, it was really only down to the way the chips fell on the day; a margin of 71 votes is not decisive in any sense (**update:** the recount made it 81 votes).

Having said that, we have to give credit to the way Jolibois ran her campaign to have even given herself a chance. First of all, she had no money to play with; perhaps the cheapest campaign ever run in the north. Consider also that she faced the headwinds of a tanking federal NDP vote and a resurgent Liberal Party under Trudeau. While initially sitting on the sidelines to see who would emerge as the main threat to an on-the-nose Stephen Harper, strategic voters began flocking to the Liberal Party around mid-campaign. The NDP platform was incredibly underwhelming, contradictory and confusing for many voters. The NDP also found itself easily “wedged” by both the Liberals and Conservatives on environmental issues.

Jolibois was able to shake all that off by focusing almost entirely on “northern issues.” She ran a campaign steeped in northern parochialism. Within that context she found that she was able to wedge her opponents on their residency. While all three major candidates are card-carrying First Nations, only Jolibois, she claimed, was “truly” a northerner. When you “wedge” an opponent on an issue you are putting them on the defensive, sucking oxygen away from their ability to talk positively about their platform. She did that to perfection.

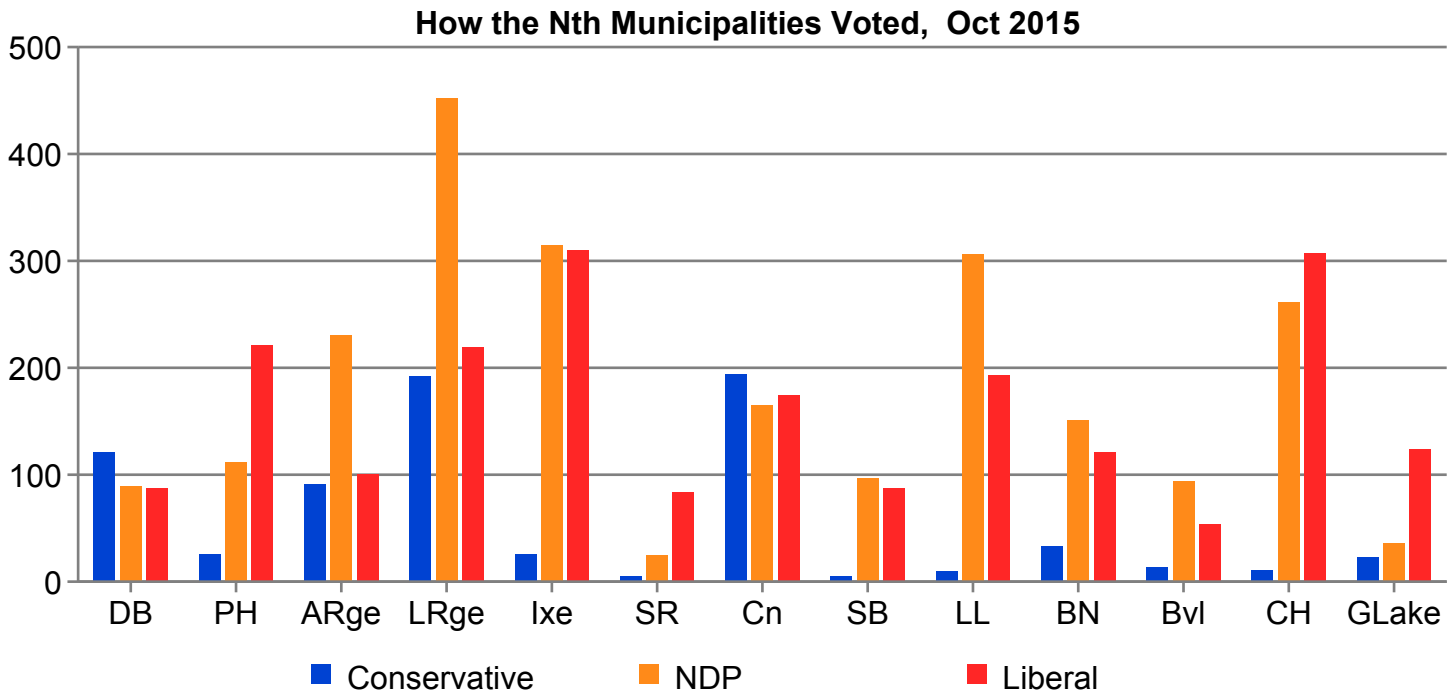
In addition, Jolibois was able to present herself as “classic NDP” even as the federal party seemed to have forgotten that ever existed. This was a huge appeal to traditional NDP voters who still recall the good old days of Allan Blakeney. (She also has a great deal in common with the Christian agrarianism of Tommy Douglas. Going forward, this is something she can build on and use to reach out to those feeling the pinch of the corporate take-over of rural Saskatchewan in the southern parts of the riding.)

Contrast this to Clarke, who, while not needing to win many votes in the north, needed to win some. He failed miserably at that. He needed to look at the bag of tricks the Conservative Party had handed him, and turf them onto the 918 (assuming he went on it). When he began talking on the MBC all-candidate debate about how the Conservatives’ home-renovation tax credit would spur economic development in the north, he must have known, even as he said those words, how hollow he sounded. Notable also was the absence of his master plan to get rid of the Indian Act. His private member’s bill, of which he was so proud, disappeared in a cloud of disapprobation when it was proclaimed, ridiculed by First Nations leaders for its self-contradiction: an Act that would require consultation with FN leaders on the steps to dismantle the Indian Act that came about without any consultation with FN leaders!

With two very high profile progressive candidates, we thought that this election might clarify where northerners stand on the Liberal vs NDP question. It did the complete opposite: it was a draw, for all intents and purposes. It was also a one-off in our minds. You cannot expect a Stephen Harper to mobilize opposition voters to come out in record numbers every time; participation was up from 23,000 to 33,000 in the northern riding, with those extra voters basically spilling 50/50 between the two progressives. That was enough to put them both above Clarke, but his vote was still solid enough for him to have won most other years.

As you can see from our handy chart, the NDP and Liberal vote dominates most communities. The surge in NDP vote in La Ronge and Air Ronge is certainly surprising. If you include the La Ronge Indian Band, the NDP almost doubles the Conservatives and Liberals *combined* in the La Ronge region.

The Clarke vote collapsed just about everywhere. He lost (as predicted) almost his entire vote in La Loche (100 votes) and another 100 in the La Ronge region. Clarke was massacred in the westside communities as well, losing between 50% and 70% of his vote in most places. Even Denare Beach was a poor outcome for Clarke—dropping about 20%. Clarke did, however, do well in Meadow Lake—his traditional territory. The Conservative vote was very resilient in the southern part of the riding, and he mostly polled better there than he did back in 2011.



Communities represented: DB (Denare Beach), PH (Pinehouse), Air Ronge, La Ronge, Ile a la Crosse, Stony Rapids, Creighton, Sandy Bay, La Loche, Buffalo Narrows, Beauval, Cumberland House and Green Lake.

Unofficial numbers. Raw numbers of votes are represented. Advance polling results not included.

The Official Recount

A recount took place on November 3, 2015 in Saskatoon at the request of Lawrence Joseph. According to legislation, an automatic recount happens if the gap between the top two is less than 1/1000 the number of votes cast (in this case, 30 votes). The recount here was because of the high number of invalid ballots (169).

Statistically, the average number of invalid ballots in the north ranges from .34% in 2006 up to .54% in 2011. This time around, it was about .50%—not much by historical standards. For Lawrence Joseph to have won the recount, he would have needed 72 of those 169 invalid ballots to have gone his way. Assuming we allow a few to go Georgina Jolibois' way, the Liberal candidate would have needed the invalid ballot count to have been below .25% for the result to be reversed. The lowest in history.

“Northern Benefits Summary”: The Benefits of Government Intervention in Northern Mining

Since the 1970s, two lease agreements have kept us safe and prosperous

Just about every year the Northern Benefits Summary comes out, and every year it is greeted with the cynical retort: why is the government acting like a propaganda factory for the mining industry?

In actual fact, the Northern Benefits Summary (NBS) is far from that. When the Blakeney NDP government looked at how they could “sell” mining in the north, they were very sensitive to not only the environmental context, but the socio-economic one as well. Allan Blakeney says (in his autobiography) that working with the uranium miners was like a dream as compared to the oil and potash industry in the south. But despite the enormous amount of good will expressed by the uranium miners, including the provision of FIFO facilities at a number of target northern communities (the other alternative was settlements around the mining sites themselves; government completely rejected the idea of another Uranium City), government still needed something to show the public that they had the ability to hold the industry’s feet to the fire.

So was born the Mine Surface Lease Agreement and The Human Resource Development Agreement (HDRA), which mining companies in the north are required to sign before they can dig any holes. The agreements outline certain minimum requirements that need to be performed by the miners, and the NBS is essentially the documentation of those efforts. In other words, the NBS is the complete opposite of what many critics think it is: it isn’t a PR document extolling the benefits of mining; it is a document extolling the benefits of government putting a gun to the industry’s head. For this reason we mostly like the NBS very much.

With that out of the way, let’s take a random look at some of the employment statistics. The HRDA promotes the government’s overall strategy to increase the workforce participation of aboriginal people, which in the northern mines stands at about 43%. For the record, the percentage total of miners of aboriginal descent was 34% in 1993. Is a 25% increase in aboriginal participation in the mining industry in 22 years a good improvement or barely adequate? Given the massive expansion in the industry in the last two decades, it strikes us as barely adequate.

Today, of course, training and apprenticeship opportunities abound, as the NBS demonstrates. Northern Careers Quest, which has a graduation-into-employment rate of 87% (which may or may not be great, depending on your point of view), is underwritten by \$10 million in funding from the provincial and federal governments, with the industry chipping in the other half. Yet, even here there are some questions as to where the graduates of the NCQ got employment: in the mines or somewhere else? The mandate of NCQ is “to provide training leading directly to long term full time employment in the Mining sector, for Aboriginal people living in Northern Saskatchewan.” Was the program successful in putting 1200 people into the mining industry, or did most of the graduates get employment elsewhere? What is the definition of employment? Part-time, full-time, 2 hours a week? The fact that NCQ could graduate almost as many northerners as are employed in the industry as a whole—and while total employment in mining is falling—is a head scratcher.

Back in the 1970s, there was concern that by placing a bottom on the number of northern people employed in the mines you would actually create a “ceiling,” as it was thought that the mining companies would create low-end positions just to reach their participation quotas.

Presently, of the 1007 jobs northerners do, 593—or about 60%—are in “operations.” Assuming that northern employees account for 39% of wages and 45% of all employees, and assuming these are bottom level jobs, we can reasonably say that these jobs account for 23% of all wages. That is to say, while making up 27% of the workforce, these 593 employees in “operations” are earning 23% of total wages. Fair enough. Even more curious is that, if we follow this logic, the remaining 414 northerners in Administration, Trades, Management and Professional roles make up 18% of the total workforce, but take home 16% of the wages. What this means overall is that the northern workforce occupies the lower paying positions, even when taking into account senior roles. Is that a problem? Who knows? On a brighter note, per capita earnings for northern employees since 2004 have increased by about \$8,000 (in 2004 dollars), when adjusted for an inflation rate of 3% (our northern hypothetical rate). That is, real wages for employees have increased by about 2% above inflation over that time, suggesting that northern employees are being better remunerated or are moving into higher job classifications. However, one word of caution there: since 2009 the trend has been moving backwards, with average wages increasing at a rate lower than inflation. We don’t know what that means either.

A Little Problem with the Taxman

In its last few Annual Reports, Cameco has gone on the offensive in detailing its **side of the tax arrears issue it has with the CRA.** If you are unfamiliar with the story, here is the goss: in 1999, Cameco created a 16-year “transfer pricing” agreement with a Cameco-owned agent in Switzerland, whereby it would sell uranium mined in Saskatchewan and elsewhere to its off-shore self at 1999 prices, which would turn around and sell the product on the international market at market prices. At first, the agreement had the off-shore agent booking losses, as the market price of uranium was below the agreement price. Soon, however, the uranium market took off, and the off-shore Cameco started making a fortune.

Transfer pricing is a legitimate business practice, but the CRA has rules about it. The CRA says that if the scheme is used solely and specifically to shift profits to avoid paying local taxes, then it is not on. Cameco is having a hard time convincing anyone—except its die-hard shareholders—that its pricing agreement was set up to do anything but that. Cameco says that the purpose of the agent in Europe is to be close to where its customers are. Government says that because the agent was wholly controlled by Cameco Canada, and was funnelling profits back to the mother company, that it was essentially all the same entity. It therefore should have been paying Canadian taxes on all the money it was making. (There is also the small point that the majority of their customers are in the US!)

Up to now, if you look at where Cameco is paying its taxes, you would have thought its operations were happening in Switzerland—where it is paying the majority of its taxes—rather than here in Saskatchewan. To add a twist to this, because Cameco Canada has been selling its product at a loss to its agent in Europe, it has been accumulating tax losses here. It has tax shields worth about \$1.6 billion that it will use to write-down its income for tax purposes until about 2034.

The outcome of the CRA’s investigation is that Cameco is potentially on the hook for almost a billion dollars in back taxes. The provincial share is about half of that. A court case is set to begin in 2016 for the 2003 tax year, and Cameco is confident it can win. In the meantime, it has paid the federal government about \$250 million in taxes and penalties.

In 2010, New North made submissions to Cameco asking for a contribution to ameliorate the northern infrastructure deficit. Cameco said no. Of course, silly us, we should have been asking the Swiss government instead. *Zing!*

Upcoming New North Events
New North Administrators Conference
November 19-20, Prince Albert Holiday Inn Express
Northern Justice Symposium
May 17-19, 2016
Ches Leach Lounge Prince Albert

From the CEO, Al Loke

The government's consultation process with the northern public and community leaders in relation to the summer's wildfires and evacuations will be extensive. We will see not just the survey that has recently been released and that the municipalities are in charge of disseminating to residents, but meetings with northern leaders and affected businesses, too. If people like they can send in written submissions as well. We doubt that government will be able to execute their plan, and have any resultant feedback to us, before the election in April.

Municipalities are as well lining up their own consultations; the Town of La Ronge has invited the public to a meeting to discuss the town's role in the emergency and evacuations.

No doubt, many people will have concerns and questions that fall outside a municipality's sphere of responsibility. This is because the apportionment of the roles and responsibilities among the municipalities, the government, and the different agencies is one of extreme indifference for many people. All that most people want to see is a functioning emergency plan, which is coordinated, comprehensive and responsive to changing circumstances. How a juggler keeps his skittles in the air is the responsibility of the juggler, not the skittles.

The government's review, then, will need to be comprehensive in pulling together the vast and disparate array of entities that make emergency plans work. But it will need to be mindful that there are really two, potentially contradictory, things going on here:

1. An apprehension of the limitations of the entities, policies and practices involved in emergency planning; 2. The importance of maintaining public trust in all those things. Just as it is in the interest of civic order that people listen and cooperate with public authorities during a crisis, it is now the responsibility of those authorities to reflect without fear or favour on what they did and why they did it. But up to a point.

The success of the review process will ultimately be determined not by what policy changes occur or what strategies are put in place; it will be determined by how willingly people, especially in the north, accept what is said and done. After all, this is nothing if not an exercise in managing public expectations. If governments of any level forget that, we're all in big trouble.

www.newnorthsask.org

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Mayor Gordon Stomp (Treasurer)

Mayor Val Deschambeault

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Newsletter Submission Policy

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New North - SANC Services Inc. (Saskatchewan Association of Northern Communities) through strength in unity is organized to advocate, negotiate and initiate, improvements for the interests and concerns to the Local, Provincial and Federal Governments to enhance the quality of life for Northern people within the Northern Administration District (NSAD) of Saskatchewan.