



Northern Administrators Conference the Only Thing We Took Photos of this Month, Apparently.
See inside.

Upcoming

Justice Symposium
March 3-5

New North Waterworks
April 29 & 30

Saskatchewan Association of
Northern Communities

**NEW
NORTH**

This month ..

- What's in Store for 2020
- Events Review
- Amendments to Municipalities Acts in Legislature
- 10 Pages of Gushing about New Star Wars Film

Monthly Newsletter
November-December 2019

Welcome to 2020. Your Flying Car is (Almost) Ready.

I knew the future was “now” the first time I stepped into one of those elevators that recites the floor numbers as it ascends, and as simple as the technology behind it is—someone crouching above talking into a mic, I suspect—it’s never failed to deliver the expectation that when the doors open I’ll be greeted with a domed-view of a futuristic city crisscrossed with the contrails of flying cars, although usually it’s just the lobby of the Ramada.

So, with talking elevators taken care of, what can we expect from 2020?

Electo-Rama-2020

Municipal and provincial electioneering will overlap later this year because of the propinquity—close proximity—of the dates of the municipal and provincial elections which, among other things, should eliminate the possibility of someone trying to run in both, although, given that this is Saskatchewan, you never know.

The Chief Electoral Officer has already prophesied total disaster and will spend that month hiding under his kitchen table, but, again, given that this is Saskatchewan, people will find a way to make it work, and even if it doesn’t, will anyone notice?

Municipal Revenue Sharing Eligibility Requirements Get Real

This was foretold a number of years ago, and was a major talking point during the MRS negotiations, so municipalities should be fully aware that in about 12

months or so the prompt payment of their revenue sharing will depend on them filing a “declaration” as to their eligibility to receive it, a “test” of which process is now underway (see inside).

Major Administrative Capacity Building Initiatives Underway

Partly because of the tightening of eligibility for revenue sharing, and partly because it’s a good idea no matter what, New North and our partner entities including the Northern Municipal Trust Account Management Board will be launching a number of initiatives, including one we are calling the Administrative Circuit Rider Program, and another we are calling something else—the Regional Administrative Services Support Program?—we’re still working on a name. All told, these initiatives (along with quite a few more) should help northern municipalities reach their compliance goals, should they have any, and help them gain access to much needed money, should they have the need for that.

Capital Funding Coming for Some

This year is the year to dust off those capital plans and crack open the piggy bank where you’ve stuffed all those million dollar checks, because capital funding through the latest federal program will, with luck, be coming to northern communities for them to renew municipal facilities. You could probably start with fixing the piggy bank. ■

NewNorth News & Updates

New North Waterworks Workshop: April 29 & 30

New North has a pretty diverse range of interests and some slightly odd tendencies, one of them being the hosting, every year, of a group of hatted and occasionally overalled individuals the extent of whose interest in the floccur habits of waterbodies some might find ... unseemly.

I am of course referring to the annual New North Waterworks, which this year will be April 29 and 30 at the Prince Albert Coronet.

Hypochlorination and Feeder Maintenance is apparently a thing and a thing of some importance, and will be a featured workshop at the event, along with something else, the specific properties of which we haven't figured out yet, hence the vagueness.

As always, 1.0 CEU will be offered, which more or less takes care of the certification requirements of water operators for a whole two year cycle. Not bad for a couple of days and a few bucks. ■

New North Booking Course Getting a Reprise

We shouldn't have been surprised by the success of the bookkeeping course last September, so imagine our additional surprise at the clamouring for more of the same, which we will be attempting to deliver sometime in April. The New North bookkeeping course will be open to all-

comers, including elected officials, and as long as communities can pay to send someone, we will pay to have that someone trained in basic financial management and financial record keeping. Stay tuned for more information about dates and location. ■

The Justice Symposium: March 3-5

The Northern Justice Symposium has gone under a number of names over the years, including the Northern Symposium for Safer and Healthier Communities, the Northern Justice Symposium, and the New North Justice Symposium.

It doesn't matter what the name is, though. What matter is what it delivers.

What it delivers is about three days of pretty intense sharing, story telling, networking and plenty of laughs. For three days it delivers a forum built around and sustained by the energy and optimism of community champions whose intersection can set off revelatory sparks.

For the last few years, the symposium has taken, as its driving theme, the success stories of communities. Tired as we are of hearing about the problems, we wanted the event to be about the solutions—and who better to supply them than those communities that have bent their backs in search of them. The stories told are by those doing the work in communities all over the province—and outside—and converge on the possibilities of community action.

In recent years, we have heard more and more about healing programs, programs that take as their source material the history and culture of the community itself. Success is not guaranteed; in fact, oftentimes initial failure is a key ingredient. Oftentimes, surprisingly, getting community support is a challenge.

It is easy to see the constellation of issues communities are contending with now—lateral violence, gangs, insidious drugs like meth, poverty, suicide, and so on—as the raw materials of a collective nightmare. Somehow they become the raw materials of hope, as well, which is where this event delivers the most. Only the most cynical can come away from a Justice Symposium—with its unique blend of communities and community representatives from strange, unfamiliar and familiar places—and feel that their time was wasted.

This year we have something new as well; not just the location (the Saskatoon Inn), delivering this event, this energy, into the heart of Saskatchewan.

What we have new is a Gala Night to showcase the Northern Excellence Awards and the northerners who will receive them. This is a celebratory time and a time to recognize those whose efforts are worth celebrating, on a big stage to match their achievements.

We will also live-stream many of the presentations; it was a surprise even to us how successful that was last time. And no—the bulk of the viewers weren't us trying to catch a glimpse of ourselves!

Registrations are open now and can be found on the New North website at www.newnorthsask.org. You will also, very shortly, find there a draft agenda. ■

From the New North Chair

BY BRUCE FIDLER, MAYOR OF CREIGHTON

Ready or not, it's 2020. For those of us in the municipal world that means we are due for an election in less than 12 months, which means not a lot of time to get done the things we want to get done.

This is the second terms since municipal terms of office switched from three to four years back in 2012. I know a lot of people don't like four year terms—thinking it is one year too long—but I don't mind it, because you get more time to accomplish things. Sometimes you have a great idea when you start out but quickly realize it will take time, more time than you have, to get all the pieces together. Sometimes you need to work on getting public support or the support of the rest of council. Sometimes you need a lucky break—a funding avenue to open up—or a change of political will. Another year is handy, I feel.

At New North we started on our current direction back in 2017. Our Strategic Plan was quite simple: help northern municipalities to become more sustainable, and self-reliant, by focusing on initiatives to help us overcome our governance and administrative challenges. We had the idea that if we get all the interested parties together and on the same page we could devise some initiatives, or set of strategies or a group of programs, to make, or to ensure, the governance foundations of every northern municipality are rock solid for now and forever.

This hasn't been as straight forward as it seems. For starters, we had the problem of getting everyone we

needed on board. Not everyone thinks New North should be doing this kind of work. I disagree.

Secondly, we had the problem of getting everyone to agree on an approach. Municipalities that felt they had everything together didn't like the idea of supporting communities that didn't. It took some time to build the consensus we wanted to get, but we got there.

Thirdly, funding. Like the above, we had trouble convincing funders that our initiatives were worth investing in.

We got there, though. But none of it happened overnight, and sure, there are people still not convinced this is a worthwhile thing for us to do. I bet any elected officials reading this will have a similar story about some initiative they are trying to move forward.

With all that hard work done, this year is the year to deliver, which is why I am grateful we have this fourth year to do that. Together with our partners the NMTA Management Board and the communities themselves, we will be rolling out some regional and northern-wide projects that will greatly enhance our collective ability to what we are supposed to do as municipal leaders—help improve the lives and well-being of all our residents.

I hope everyone had a relaxing Christmas break, and got to spend time with family and friends. ■

Everyone Else Gets a Chance at Infrastructure Funding

The Government of Saskatchewan was the last to sign up to the federal government's Investing in Canada Infrastructure Program, and, no longer able to wring any more political capital out of the how-do-you-do with the feds over the funding streams which arose during the recent election, they've finally decided, or remembered, that there's an election of their own coming up here pretty soon, which is why the official application process for the new program is now open to municipalities and other entities, who need actual capital—*capital* capital, if you will—to build stuff.

The IICP has four funding streams but only two are open in this round, the Green stream and Culture, Recreation and Sport stream. For the first time, northern municipalities will be able to apply directly to the streams, and we strongly encourage them to do so, providing they are comfortable with disappointment.

The reason is that most funding coming from these sources goes directly to the NMTA's Northern Water and Sewer Program which, while doing work that otherwise would not get done and at a cost to northern municipalities that southerners find breathtaking, leaves little on the table for other kinds of northern capital projects, although probably enough for some chairs.

With that said, a fairly big chunk of money will be required to get the various regional solid waste projects up and running, and there's a reasonable expectation that some of these may be successful in the Investing in Canada plan, too.

The application process is open now and goes all the way until March. ■

Universe Strikes Ironic Tone as Boards of Revision Subject to Revision

Those who take the position that municipal government is mostly about doing things no other level of government would willingly touch usually point to things like landfills and water and sewer as “Exhibit A.” But we give you, for further consideration, the many local committees that municipal governments are responsible for appointing, overseeing and generally keeping track of, including Development Appeals Boards and one called the Board of Revision.

At least with regards the latter, things might be about to change, for the better.

For those who don’t know, the Board of Revision is the place—the committee, if you will—where you initially take your complaints about your property assessment with the hope that they will “revise”—hence the name—the assessed value of your property, with the ultimate goal that you’ll end up paying less taxes on it.

Boards of Revision are appointed by council from local people, and this is where the problem starts for a lot of them. Finding people is one thing; finding people without an axe to grind is quite another; finding people without an axe to grind against anyone whose property is the subject of an appeal is yet another, and we could go on.

Some of them do work, and probably quite well, but a number don’t, or at least, a number sufficient to trigger the province into initiating an overhaul of the assessment appeals process, which is underway now and will end when something new is in place, sometime in 2023.

At the moment, it appears that mandatory training and certification of Board of Revision members will be a requirement under the new appeals regime. Because even the thought of this is literally unthinkable—with how hard it is to find willing members now—the province is also tinkering with the idea of there being a Provincial Board of Revision (better to think about it as a provincially-administered Board of Revision), perhaps set up and administered along regional lines. This would be the defacto Board of Revision for all municipalities, but there will likely be provision for municipalities to have their own boards as long as they can meet the new minimum standards which, as we say, will include the requirement that members be trained and watered, and a safe place identified to store all those axes.

A steering committee to oversee the revision of the Board of Revision has been struck, which includes all the usual suspects and New North. ■

Chill: Municipal Revenue Sharing Eligibility Requirements to Start in 2021 (But they want you to test the system now)

If you’ve been to an airport lately—at least any of the ones I’ve been to—you’ll have noticed that flight information screens, perhaps in an effort to connect with a hipper generation, have gotten weirdly playful. No longer content to tell you which gate to go set up camp and whatnot, they say, with respect to your flight, things like, “Relax ... Your Flight is Literally AGES Away,” “Yes, you have time to get a beverage,” or, in one particularly irksome example, “If you left your wallet at home, you have time to go get it. Just sayin’”.

Actually, I lied about the last one, but you get where I’m coming from.

I have no idea what that has to do with revenue sharing eligibility requirements, other than to say, with respect to those, relax, go get a Pepismax.

Mind you, municipalities were emailed an ... email back in November with instructions on how to fill out their “test” online declaration of eligibility to receive revenue sharing. The email came from the Ministry of Government Relations.

Municipalities have until January 15 to submit their “test” declaration.

Helpfully, the Northern Administrators Conference in November featured a session on how to fill out the online declaration.

But, and this is the important thing: **There won’t be any consequences for non-eligibility until 2021**, which you will notice is not for another 12 months, give or take.

The six eligibility criteria are:

- 1) Audited financial statements
- 2) Waterworks reporting
- 3) In “good standing” with Education Property tax remittance
- 4) Adopted – Council Procedure Bylaw
- 5) Adopted an Employee Code of Conduct
- 6) Council – Public Disclosure Statements

These are already legislated requirements which most municipalities are already up with. With that said, about half of the northern municipalities will struggle with at least one or two of them, so there’s that.

Any administrators who have no idea what I am talking about are encouraged to contact Government Relations at GRCompliance@gov.sk.ca. ■

Fledgling Municipal Amendments on Big Stage at Legislature

We don't know who glanced up from their tuna salad sandwich one day and said, "Hey, guys, we should amend the municipalities acts," or what random act of lunacy, or devotion, jointly committed to the materialization of Bill 194, an Act to amend the municipalities Acts, which went before the legislative assembly mid-November.

Actually, we've been going on about this for months, and even provided fairly detailed coverage of the amendments of any significance in these pages a few issues back.

With that said, some amendments were added after the consultations ended that we didn't get to see and report on, so perhaps a little refresher of the Bill's contents is in order.

First up, the previously "unseen" amendments.

1. Providing for municipalities to post Public Accounts at a future date to be set in the regulations

Do residents really care how much you paid to have the rug in the council chambers cleaned following a particularly memorable meeting? Do they care who's getting the contract to retrieve softballs hoiked onto the roof of the rec centre?

Probably not, but for those who do, the legislative amendment to make provision for municipalities to publish public accounts—essentially, a list of every municipal expenditure above a certain dollar amount (including employee salaries and elected remuneration)—will be a godsend for your local busy-bodies, potentially keeping them engaged, and out of trouble, for many minutes, if not hours, every year.

For everyone else, public accounts will be just another list of numbers attached to names you can't quite place.

2. Conflict of Interest Provision Changes

We initially suspected that the reason this amendment was shoe-horned into the new Bill without consulting anyone is because it is really silly. We're not so sure now.

The sections getting amended in the northern act are 159.1 and 162.2, and devolve upon the Act's definition of when a conflict of interest occurs. In the current Act, you are considered to be in a conflict of interest any time you deal with a matter concerning a "closely connected person," which the Act defines as someone you are in business with, or a family member, which is limited to a spouse and any children.

The problem with this definition, of course, is that it is both too broad and too narrow (a lot of people are married to folks whose interests they couldn't care less about, for example), which wouldn't matter if there weren't consequences for getting it wrong.

Much of the uncertainty about what authority the Act really has with respect to conflict of interest has come about following the Ombudsman's expanded jurisdiction to determine, after an investigation, where a conflict of interest has arisen. Rather than sticking blithely to the legislation's narrow definition, the Ombudsman's office has identified the existence of conflicts of interest where the Act wouldn't, because they deploy in their interpretation a broader set of legal principles that derive from the common law (ie, judge-made law) related to how elected officials, or anyone in a position of trust, should behave. One of these principles—which is really easy to remember—is that elected officials should always make decisions in the best interest of the community, not in the best interests of some individual they know.

So, as in a number of cases, the Ombudsman has determined that the Act's definition of "closely connected person" requires supplementation to include anyone whose particular interests you may, even without realizing, be furthering, which may be an aunt or cousin or even grandchild.

The feeling that the current, restrictive, definition of the conflict of interest is in danger of setting people up to fail—given the Ombudsman's broader interpretation—has no doubt prompted government to propose the amendment.

The amendment of 159.1 and 162.2, which substitutes "the private interests of a closely connected person" with "to improperly further another person's private interests," may seem like a tiny bit of word smoothing, but its impact may potentially be quite significant. How, we just don't know; we'll wait for court cases to come rolling in.

But, from government's point of view, a big problem has now been solved, because the Act is no longer on a collision course with the courts. Has the government solved a problem of its own only to create a bigger one for someone else? We'll see.

3. Cabinet May Shut Down a Municipal Development Corporation

This amendment made quite a stir when raised at the New North Gathering in November, and for good reason. Because northern municipalities are the only ones with municipal development corporations, this amendment is squarely aimed at them, and so it's difficult not to take it personally. The only assurance we have about this one is that for a MDC to get wound up something pretty seriously needs to be wrong with it.

The Best of the Rest

An overview of most of the other amendments can be found in the April edition of this newsletter. We also have linked Bill 194 on our website. ■

New North Mayor and Councillor Gathering

Coronet, November 28, 2019

The provincial government's latest Plan for Growth, released in November, had little of interest in it for most northerners, with the possible exception of the plan to double to size of the annual cut in northern forests, which was a surprise to everyone, including the ministry responsible for it.

In reality, the doubling of the cut would actually just reach the current allowable limit which, if that could be done, it'd be done already, so perhaps there's nothing in this plan at all. In any case, it wouldn't be a bad idea for the province—as the regulator of the industry—to ask the communities how they feel about that from time to time, because we get the impression they don't feel that great about it.

So it was that Aaron Kuchirka from the Ministry of Environment's Forestry Management division came to the Gathering on November 28 to go over the responsibilities of the ministry with respect regulation, and to hear everyone's complaints about how poorly the system seems to be working.

The critical point seems to be that industry players are responsible for consulting with impacted communities and then taking that feedback back to the regulator—the ministry—which, partly on the strength of it, issues the permits to log. The flaw in this process seem so obvious it's hard to believe there isn't more to it, but, in a province where something as critical as pipeline safety is industry-regulated ... well, who knows. In any case, New North will meet with the Minister Responsible in the next few months to get some clarity here.

In other presentations, Marlo Pritchard, President of the newish Saskatchewan Public Safety Agency, spoke to the merger between Wildfire Management and EMFS and which has, among other things, now more or less provided the

SPPA—formed a few years ago to house Sask911—a reason for its continued existence.

The merger has happened quickly and with little consultation happening with outside stakeholders, which is unforgivable given the significance of both the former entities to the safety and well-being of northern residents.

One issue with the merger is what will now happen with the province's wildfire cost-recovery policy. Marlo Pritchard mentioned that it is on his desk for review, and that something will be forthcoming that they hope will be fair to everyone.

New North has advocated, and continues to advocate, that provincial fire services and northern municipalities have a shared responsibility to respond to fires in these communities.

One option getting thrown around is for the SPSA to actually implement the mandate of the former EMFS to assist the northern municipalities to build their capacity to respond to fires. Then again, if EMFS didn't do it before there's probably no reason to think the new entity, with the same mandate, will do it now.

Larry Fremont, also from SPPA (formerly of Environment) gave an update on where the wildfire mitigation program is at, and came with the very pleasing news that proponents (that is, communities) would be able to "sole source" the contracting for the work. We hope to see the first mitigation projects underway in northern municipalities fairly soon, and most of them done by the end of 2021.

Earlier in the day New North was very privileged to have Sean McEachern deliver a two hour workshop to the elected called "Improving Council Decisions."

New North's next Gathering will be late May. ■

Targeted Sector Support Initiative Applications Opening Soon

The Targeted Sector Support (TSS) Initiative Steering Committee would like to remind municipalities to get ready for a full application process coming soon for a portion of the \$1.5 million in available grant funding for 2019-20 under the TSS Initiative.

To help finalize the design framework for a grant program under this initiative, municipalities were asked earlier in 2019 to submit their expressions of interest for innovative ideas that will advance priority areas, such as encouraging inter-community collaboration and good governance.

The expression of interest process helped develop the following four funding streams for the full application process, which is expected to open in early 2020 and last about six weeks:

1. **Dispute Resolution & Relationship Building** – Project examples included mediation, facilitation, engagement, joint retreats and building new relationships.

2. **Capacity Building** – Project examples included governance training, planning workshops, resource sharing and job sharing.

3. **Regional Co-operation** – Project examples included establishment of or renewing planning districts, exploring regional planning authorities, development of joint plans and regional services.

4. **Municipal Transition** – Project examples included research into municipal districts, restructuring agreements, boundary alterations, exploration and feasibility work.

More details and a guide will be available when the application process opens in early 2020. ■

Northern Administrators Association Conference

Coronet, November 14-15, 2019

The Northern Administrators Association was formed by northern administrators to address some of the capacity challenges of being a northern administrator, one of which, if this conference was anything to go by, is knowing what it is anyone is supposed to be doing.

So it would seem appropriate that this first NSAA conference, held in November, had as one of its major activities the putting down on paper all the things northern administrators are doing in their jobs, which would seem like a fairly individual affair until you look at the statistics and come to the realization that a great deal of what northern municipal administrators and clerks have historically done in their jobs, perhaps even on a daily basis, is look for other jobs. This year alone the turnover is at about 15%; since the last election, it's been greater than 50%. Since 2008, more than 120 people have occupied a position of administrator, assistant administrator or clerk in

the northern municipalities. Some communities have had 3 or 4 CAOs since 2016 alone.

There are indications the NSAA is working to support administrators and clerks already, if feedback from participants is anything to go on.

This fledgling association has the strong backing of New North and the NMTA Management Board—which sponsored the event we just had. ■



Events Preview

SUMA Convention, Building Sustainable Hometowns, Feb 1 to 5, Regina

We like a good convention, and SUMA's we particularly like, for two main reasons: firstly, we don't have to organize it; secondly, it's not a SARM convention.

We're kidding, of course; SARM does a fine convention, too.

So what are we looking forward to this year when we all meet up in Regina, from early February to slightly-less early February?

Education

The education sessions are always good value, and delegates can expect topics covering a fairly diverse field of inquiry. A session we'll be sure to take in is the one on recycling in a post-China world; you might recall that China has stopped taking Canada's recyclables (and everyone else's; it's a huge problem in Australia, too). Another session dealing with an area of topical interest—given that this is an election year—is the one on succession planning.

Premier's Address

Scott Moe had been premier for only a few weeks when he took to the podium last swing round and seemed to deliver a speech written for someone else, inhabiting a body animated by someone else. We can expect something a bit more Moe-like this time and the animatronics to be less noticeable.

Minister's Address

The Ministry of Government Relations has been a bit of a revolving door over the last half dozen years, with every

SUMA convention seemingly debuting a new minister. (Kaeding, if memory serves, did two.) Lori Carr is the new minister, but with no new announcements, we're not sure how she will fill 20 minutes.

Resolutions

Always the highlight of Convention is the resolutions session. There are a few changes with the format this year, the main one being that the name of the sponsoring municipality is now purposefully missing from the resolutions, and there's no requirement for seconding. The reason for this because of the fear people were voting on sectoral grounds (ie, towns not supporting cities because they're cities, etc). But now we have no idea which resolutions are Board resolutions, and which ones come from Colonsay.

A resolution of particular interest is the one calling for SUMA to engage in formal discussions with SARM about merging. At least we'd never have to go a SARM Convention again; we're joking, honestly.

Most of the resolutions seem pretty reasonable and we particularly like the one where municipalities get a fee for collecting school taxes, although the province would probably respond by raising the mill rate, so what's the point? Just raise your own mill rate instead; same result.

Sadly, there are no resolutions about golf carts, unless ... no, there's none. I checked.

The northern regional meeting will elect a new SUMA Director. ■

From the CEO
MATT HELEY

The provincial auditor took a look at the

Saskatchewan Health Authority's procedure for treating patients at risk of suicide in north-west of Saskatchewan (essentially, any community in a line from La Loche to the Battlefords), and apart from one or two key areas, found the SHA did OK.

It is worth remembering that the auditor's responsibility is not to decide if, overall, the province has adequate suicide prevention policies in place, or if they are doing any good; rather, the auditor's responsibility is really just to assess a provincial entity's performance against its own policies. There are those—and we are among them—who feel that the province sets the bar way too low.

One of the things we learnt from the auditor's report is that the province actually has a suicide prevention strategy. Another thing we learnt is that it is the health authority—and specifically, a senior figure within the

health authority's responsibility—to implement it.

Why is this not more widely known? And why is a suicide strategy housed in an obscure location in the health authority in the first place?

Well, I guess suicide is a mental health issue, and, and because government likes to compartmentalize things, you can see the logic of housing it in health.

But we take the view that suicide is as much a community development issue, and so would like to see government's response tied to a much broader set of social and economic objectives. That means co-ordinated, whole-government approaches. That means focussing on community wellness.

Why, for example, does the province think that so many mental health positions go unfilled in northern communities? What are they doing to address the underlying issues surrounding these vacancies?

We all know the answer to the first question, but we struggle with the answer to the second.

Most of the time, most of us think that all such questions come back to funding, but that really doesn't capture it either.

The reason issues like northern suicide trouble governments so much is not because they challenge their systems. Government systems are geared to look for instances where they have failed individuals. There's nothing wrong with that—it's essentially the approach the auditor took in examining the SHA.

But as long as we are content to just look for system failures we will continue to miss the need to view suicide prevention as itself a community development objective as much as it is a community development strategy, a process as much as an end-goal. It doesn't start anywhere in particular; it exists not within a system so it cannot be confined to one. And the more we think it does, the less we see our connections to it. ■

About New North ...

Since 1996 New North has been the voice of the municipalities of Northern Saskatchewan. Our goal, as defined by our mission statement, is to advocate, negotiate and initiate improvements in well-being of the residents of the Northern Saskatchewan Administration District. Organized on the basis of strength through unity, New North partners with all northern stakeholders, from government and non-government agencies, associations and First Nations, to enhance the quality of life, create opportunities and build better futures for the people of the north.

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