



Celebrating Municipal Excellence
Nomination Form

Deadline: 4:00 p.m. on Wednesday, September 9, 2015

Nominee Contact Information	
Name of municipality/ municipalities being nominated: <small>(please include the names of all partner municipalities)</small>	Resort Village of Thode Resort Village of Shields
Contact Name:	Jessie Williams
Telephone #:	306 492 2259
Mailing Address:	Box 202 Dundurn, Sask. S0K 1K0
E-mail Address:	thode@xplornet.ca
Name of Nominated Practice or Project:	Joint Human Resource and Facilities and Equipment Agreements
Date of Project or Practice Initiation:	November 1, 2014
Date of Project or Practice Completion: <small>(If ongoing, please indicate)</small>	Ongoing: <input checked="" type="checkbox"/>

Nominator Contact Information	
Name:	Jessie Williams
Organization:	Resort Village of Thode /Resort Village of Shields
Position:	Administrator
Mailing Address:	Box 202 Dundurn, Sask. S0K 1K0
Telephone #:	306 492 2259
E-mail Address:	thode@xplornet.ca

Please remember when filling out your nomination that winning practices are posted in the Best Practices Library, so be sure to include all information that may be helpful to others if it were to be used as a reference or resource.

The Practice

1. What was the issue that inspired the nominated project or practice?
2. What has this project or practice done to address the issue?

The Resort Villages of Thode and Shields are located on the west bank of Blackstrap Lake - 50 km south of Saskatoon. The Resort Villages have demonstrated the spirit and intent of municipal collaboration and informally implemented joint management of shared administrator since 1986. Councils have held regular joint meetings in the last five years and have dedicated them selves to exploring opportunities and areas for achieving efficiencies by working together.

The Resort Village of Thode was in need of an Operations Manager, but not being able to offer full time employment was creating an issue with attracting qualified applicants with appropriate management experience. During the hiring process it became apparent that the Resort Village of Shields could also benefit from engaging an Operations Manager so discussions between the two villages began regarding what this position might look like under a joint agreement. In November of 2014, after interviewing several candidates, a suitable individual was hired under a joint agreement between Thode and Shields.

As the benefits of this shared position were realized, the Councils began discussions for a similar arrangement for the Certified Water Operator and the Administrator. It was only logical that a Joint Agreement surrounding facilities and Equipment would follow.

The Process

This section should be the longest and most detailed part of your nomination. Include enough information so that a municipality interested in applying the same project or practice can follow your steps.

3. Indicate who had a direct role in this project or practice:
 - Municipal Council
 - Municipal Administration
 - Other
4. What was the role of the municipal council and/or municipal staff in this project or practice?

Name	Role	Deliverable
Mayors	Bring forward concept to Councils of shared Operations Manager position and Human Resources Management	Resolution to proceed Appointment of two members to serve on HRM Committee

	<i>Committee (HRM Committee)</i>	
<i>Councils- Thode and Shields</i>	<i>Review proposal for shared Operations Manager Provide guidance to HRM Committee Approval of recommendations, agreements from Human Resource Management Committee Determine village priorities Identify what is working well and where improvements may be needed</i>	<ul style="list-style-type: none"> • <i>Adopt resolution to proceed with joint hiring</i> • <i>Agree to Memorandum of Understanding defining village expectations of HRM and its role</i> • <i>Resolution on results of performance reviews for joint positions</i> • <i>Priority Lists</i> • <i>Feedback to HRM members</i> • <i>Adopt Bylaws to Enter into Joint Agreements</i>
<i>Human Resources Management Committee</i>	<i>Develop management agreement and contract, establishing training and development practices, completion of performance reviews, monitoring performance reports, establishment of work priorities within and between villages, discuss and resolve any items that arise</i>	<ul style="list-style-type: none"> • <i>Memorandum of Understanding</i> • <i>Agreement to Share Human Resources</i> • <i>Employment Agreements</i> • <i>Performance Reviews</i> • <i>Agreement to Share Equipment and Facilities</i>
<i>Chief Administrative Officer</i>	<i>Research and provision of information Draft documents and agreements Provide support/assistance to Councils and HRM Committee Ensure appropriate procedures followed for inter municipal Agreements Complete necessary administrative activities</i>	<ul style="list-style-type: none"> • <i>Draft documents and agreements</i> • <i>Results of research</i>

5. Were other groups were involved in developing this project or practice? If so, who were they and what role did they play? *No other groups involved.*

6. What resources were involved? *Mayors, Councillors, and Administrator: on line search for similar agreements*

7. How was the project or practice developed?

*Mayors from each of the Resort Villages developed the proposal, identified benefits and challenges to present to their respective councils.
Both Councils discussed the initial proposal & then 2 members were appointed to a Joint HRM Committee where these concerns were discussed.
HRM Committee developed each of the agreements for presentation to Councils.
Both Councils reviewed and approved agreements at Council meetings.*

The Results

8. What effect did this project or practice have on the community?
9. Was a formal evaluation done after the project or practice was completed?
10. Describe any challenges faced.

*After 6 months of operation under the new staffing model and with seasonal staff in place over the last 3 months, comments from communities have been positive. The Joint Operations Manager has been a very positive asset to the communities. Council members and Chief Administrative Officer have identified time savings through work assignments and organization of tasks, less human resource issues with ready access to manager within the community, and consistent quality of work. Utilization of the shared Certified Water operator has reduced costs within this area. Evaluation of the operation will continue over the current year with feedback collected from the Councils, Operations Manager, and Chief Administrative Officer to determine what is working well and where improvements are required.
We are in the early stages of the shared Facilities and Equipment agreement but have already realized benefits in matching equipment to work requirements by pooling what is available within each village. Further work in this area will occur as part of the budget review process.
Ensuring good communication exists between Thode and Shields Councils, HRM and employees in shared positions is always a challenge. Regular meetings and informal communications between the groups are used to improve communication. An Annual evaluation of the agreements and how they are working will identify any issues.*

Lessons Learned

11. What lessons were learned and what would you recommend doing differently?
Remember, all nominations will become part of the Best Practices Library, so be sure to include specific information.

1. ***Strong relationship and frank and open issue discussion*** -Having a strong inter municipal relationship and a history of working together makes the process easier. This assists when you are having frank discussions about issues and priorities you would like to address.
2. ***Understand the issues from both partners point of view*** –while Thode and Shields both had the issue of requiring an Operations Manager, each village had specific needs and expectations to meet demands of their village. Continuously look to identify issues so corrections can be undertaken.
3. ***Communicate, communicate, communicate*** –include regular communications both oral and written to Council members, Chief Administrative Officer and operations employees. Use Council minutes, information meetings and newsletters to inform village residents. Informally seek opinions on how things are going. This helps build support for the final agreements put into place.
4. ***Clearly identify roles and responsibilities and follow a process*** -This ensures those involved in the project know who will do the work to complete the project, who requires input and who decides on what is implemented by the project. It also, serves to make decision making more visible.
5. ***Make a good idea an even better idea*** –the original agreement was for a shared Operations Manager between Thode and Shields. As the project evolved and benefits were realized, it became apparent that other positions and facilities and equipment could also be shared. This resulted in using the Operations Manager Agreement to create a generalized Human Resources Agreement. If we would have considered, “how do we make this good idea and even better idea” we would have prevented some rework on the project.

Please submit your completed nomination package to:

E-mail: awards@municipalawards.ca or

Fax: Attn: Saskatchewan Municipal Awards Program, 306-798-2568; or

Mail: Saskatchewan Municipal Awards, Room 1010 – 1855 Victoria Avenue, Regina, SK S4P 3T2

Contact: Phone No. 306-525-4398

Thank you for submitting a nomination for the 2015 Saskatchewan Municipal Awards.