

MUNICIPAL POLICY

MESSAGE FROM THE PRESIDENT

Having spent my career in local government, working in the provincial, municipal and police sectors, I am well aware of both the challenges and rewards of public service in local government.

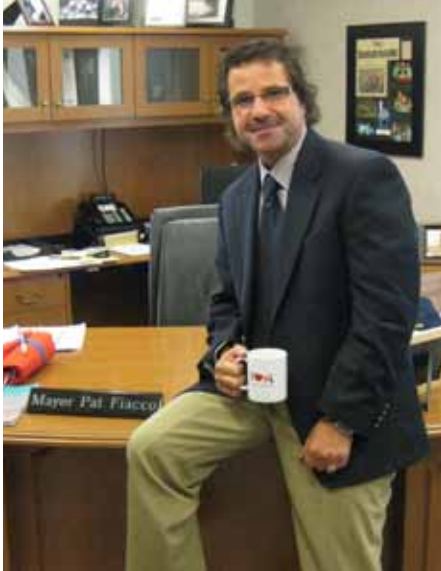
The purpose of municipal government is to create and maintain a community in which people want to live. Local government provides the infrastructure and public services on which social and commercial activity depend. The return on local taxes and fees is immense and a small price to pay for membership in civilized society.

The Supreme Court of Canada, in its 2001 decision in *Spraytech v. Town of Hudson*, observed that municipal government is closest to the people. At what other level can citizens appear before the legislative assembly or expect direct contact with their elected representatives and administrative heads? Local governments tend to be the most responsive to citizen concerns. At the same time, local governments may also be susceptible to undue influence by private interests. And local governments often lack the institutional restraints designed to deter or detect and reveal corrupting influences. It is all the more important then that people working in local government administration

understand and commit themselves to the highest standards of public service.

At the IPAC Saskatchewan seminar “The Value of a Professional Public Service”, held on 5 November 2010, Bob Linner spoke eloquently about the importance of ethical service and leadership in local government. Mr. Linner knows of what he spoke, having served as City Manager for 30 years in the cities of Prince Albert and Regina and receiving the Lieutenant-Governor’s Gold Medal for Distinguished Public Service in 2004. May his good example also be our guide. ■

- Neil Robertson



For more than ten years, Mayor Pat Fiacco has been leading the province's capital city through significant social and economic changes. On November 2, 2010, Regina's Mayor sat down with ImPACT to discuss his thoughts on issues ranging from voter apathy to urban sprawl.

INTERVIEW WITH MAYOR PAT FIACCO

By Elizabeth Fix

When you first were elected Mayor in 2000, you had no municipal government experience. In retrospect, did this lack of experience assist or hinder you in your first year as Mayor?

I don't think it hurt me. I would suggest to you that it probably helped me. The reason I say that is because I didn't come in with any preconceived notions. I might have had impressions of individuals but I hadn't established a relationship with anybody and for the most part came in with a very open mind. So I think that helped me.

When I was first elected, I was the only new person on council. The rest were all incumbents and they all had a relationship with the previous mayor, Doug Archer. I spent a lot of time having one-on-ones with each of the counsellors, getting to know them...[and] building trust. For the most part, we were able to do that but there were a couple counsellors that I don't think there was anything that I could have said or done that was going to get them to be part of a team. That was simply not going to happen. I would say the majority of them really, really helped me out.

Just over a year ago, you were elected into your fourth term as Regina's Mayor. Although you won with 85% of the vote, only 25% of voters turned out to polls, a decline of 11% from three years prior. In Regina's poorest community, North Central, voter turnout was even lower at 14%. As the Mayor of Regina and a leader in your community, what role do you see yourself having in addressing voter apathy?

We are governed by the Local Government Elections Act so in terms of carrying out the election, those guidelines have to be followed. So within those guidelines, we certainly attempt, as a corporation [to promote voter participation]. It is not really up to elected officials to do that. To a degree, there is a bit of conflict of interest there, don't you think? Your job is to promote yourself as a candidate

so you really have to be careful.

We sometimes provide input on how [to enhance] voter turnout within those guidelines. So for example, for this last election, our administration tried extremely hard to work on different things - engaging citizens through social networking sites [and]... online video testimonials, which we never had before. We really tried to do things differently.

Of the three candidates [in this last election], I had the billboards out, I had the signs out. I had a very visible campaign. The other two candidates weren't as visible. On all my billboards it talked about 'getting out to vote'. Now there is an opportunity to take things even further. [City Council] is asking for legislation that would look at mobile polls... [and] maybe extending advanced polls even further. The more convenient we make it, I think the higher the voter turnout is going to be.

Why do you think that voter turnout is particularly low at the municipal level?

If people are satisfied, they're not going to get out to vote. If they're unsatisfied, they will get out and vote.

In 2007, Macleans Magazine cited "Rotten Regina" as having the worst neighbourhood in Canada: North Central. The national magazine noted that North Central has the highest per capita concentration of youth gangs in the country and more IV drug users per capita than Vancouver's Downtown East side. Three years later, there have been positive changes in that community, however, many challenges still remain. In your opinion, what City of Regina initiatives have had the most positive impact in some of Regina's marginalized communities, most notably North Central?

First of all, I don't agree with how they spun that story. Their job is to sell magazines and I think they sensationalize a lot. A lot of the

information they had in there was inaccurate. There is nothing we can do about Macleans and I frankly don't care. I don't read Macleans, our office cancelled our subscription to Macleans and I know a lot of people that did the same.

We were very proud of what was happening in North Central when Macleans came to do that story. We had no problem showing them around, talking about the challenges in North Central and what we were doing about it. Rather than them focusing on the Inner City Family Partnership that was created with the federal and provincial governments...or the drug houses we were shutting down...or the houses that were boarded-up as a result of housing inspections...they just spun this as if this was an awful neighbourhood.

One of my commitments...when I became mayor was to focus on the inner city. We created the Inner City Community Partnership. It started with a meeting with Ralph Goodale. We realized very quickly that a lot of [federal] departments were working in silos and not talking to each other. We managed to get some funding to hire a facilitator/consultant that would [in turn] hire eight people that lived in North Central...to interview families and businesses in North Central to find out what it is that they thought the problem was. What did they want? What do they want their neighbourhood to be? It was a community report that had some pretty good recommendations. We created three steering committees: one focusing on crime and safety, the second on employment and education [and] the third one on housing. And again, people in the community and with government were all part of this. And as a result, we've had some great results come out of there. Crime in North Central is down by about 25% and continuing to decrease. Of course we still have challenges but we're working on that. About 40 new houses have been built in North Central - that's pretty remarkable. We've had about 1,000 inspections of homes that we never had before. So it's been a huge success.

We are very plugged in to what's going on but unfortunately we can't lead it because we're

not the decision makers. The provincial and federal governments are the decision makers on these [social] issues.

What has been one of your greatest accomplishments while occupying the City of Regina's Mayor's Office?

I don't think a mayor accomplishes things on his or her own. I think we have one of the best city councils in all of Canada. I say that because we work really hard on achieving our vision for the city and making decisions that are in the interest of the whole community. That has allowed me to get a lot done.

The I Love Regina campaign is something that a lot of people credit me for. The idea was certainly borne in the mayor's office but the community embraced it immediately because the timing was perfect for it. The community was down on themselves. We have a great community but we just need to be reminded of how great we are.

Creating our vision, our Master Plan for the city - we never had that before. So right now we have a pretty good path for the future. The decisions we're making aren't really about today but about tomorrow. I say that because they may not be recognized as accomplishments today but I think they'll be recognized as accomplishments tomorrow.

Do you have any disappointments?

No - I've been pretty blessed.

You have been quoted as saying that you believe that the greatest strength of any community is measured by the vibrancy of its downtown. Under your leadership, the first Regina Downtown Neighbourhood Plan has been put into place. Broadly speaking, it focuses on making the downtown more liveable and walkable. Why do you think it is so important to revitalize the downtown?

Council's decisions have been such that we are going to focus on 30% of that growth happening in the inner city and ensuring that we're filling in lots that have been vacant for a long time, which I think is the wise thing to do. Expanding your city comes at a great cost - new infrastructure and then increasing your operating [costs] because you

still have to add more equipment and hours to clear the snow, pick-up the garbage, [etc.]. So we have to be very conscious of all of that. If you look at Harbour Landing, they've implemented our downtown plan as far as a walkable neighbourhood. We're doing a lot, I think, that contributes to a more sustainable community.

Regina is one of the two cities in the country where the number of vehicles actually outnumber residents. Some commentators have attributed this to low urban density and urban sprawl. Critics of new developments like Harbour Landing argue that neighbourhoods like these are contributing to urban sprawl, a dependence on vehicles and a less vibrant downtown. Do you agree?

I think it's important to understand that in cities the size of Regina, it's easy to get around in a car. People can afford a car. You talk to people in Vancouver or Calgary, even Toronto, they can't afford a car. They can't afford to park it. They can't afford to fill it up with gas. It's much easier for them...to get on a transit bus and get to their destination. That's the reality. Do we really have urban sprawl in Regina? People are moving here from Calgary because we don't have urban sprawl. People from Toronto are moving here because it takes a maximum 15 minutes to get to your destination. I don't think we have urban sprawl.

What do you think the city will look like in 2060? How will your vision be reflective of the policies and plans the city is currently implementing?

The decisions we are making aren't for today but for tomorrow. I think our downtown will...[have] just as much residential living as any other neighbourhood [in Regina], that our transit system is one that is going to be needed - rather than every 20 minutes, every 10 - as a result of high usage [and] that the bike lanes will be packed. We will be seen as a leader in environmental sustainability with our new recycling program that we're implementing soon. We will be a city that is leading the country. ■

Downtown Neighbourhood Development – Policy in Action

By Glen B. Davies

Problem/Opportunity Definition

Cities have at their disposal a number of instruments they may use to direct growth and development, affect change and generally operate the business of government. Much of that work is captured in policy decisions that ultimately affect the public realm. In that regard, no area of public policy has been more critical to the long-term health and vitality of a city than decisions affecting the downtown core. Examples across North America abound, where decisions or non-decisions have been made to the detriment of the quality of city cores, and ultimately the overall vibrancy of the whole city. There is a reason they call city downtowns “the heart of the city”.

The City of Regina has a history of making public policy decisions that have fostered a healthy, if not vibrant downtown. Some challenges facing the City of Regina going forward are similar to those facing many Canadian cities, while some are unique.

Regina has relatively low population density compared to other large Canadian cities, partly because it has one of the highest percentages of green space in the country. But another factor in low population density is a reliance on suburban land development patterns. There is a long history of single detached housing and low rise commercial and industrial buildings that has contributed to a reduction in population density.

Regina is designed for the car. There are two key considerations that contribute to this design choice: 1) People tend to live some distance away from work, in single detached housing; and 2) Our winters are cold. It's difficult to bike or walk to get around. People take their cars to get to work and to get around for other reasons. To support the city's “car

culture”, streets are wide to permit greater traffic flow and a key feature of the downtown is the number of parking lots. The number of suburban malls with large parking lots is high in relation to the city's population.

Regina's infrastructure is aging and maintaining it is becoming a greater challenge each year. This is coupled with the fact that the city's population is growing and Regina has seen unprecedented development on its periphery, adding to the infrastructure maintenance burden.

The first two issues contributed to another challenge that Regina and other cities have grappled with. While Regina has quite strong levels of employment in the downtown core, there continues to be an outflow of people from the downtown in the evening. Downtown Regina has become a place where people work, but do not live. The city lacks the number and diversity of urban amenities in the city centre that contribute to a higher level of vibrancy, particularly at night. Vibrancy and sustainability are pillars of the City's Vision and City Council's desire was to find a strategy to improve the performance of the downtown on both counts.

Process and Analysis

Regina's Downtown Neighbourhood Plan, adopted by Council in 2009, emerged from these vibrancy and sustainability issues.

The plan is part of a long term approach to some of the City's challenges and to the reality of downtown as a less than optimum place to live.

Utilizing the expertise of urban design experts, Office for Urbanism (now called DIALOG Inc.), the development of the Downtown Neighbourhood Plan included extensive public

engagement, from the visioning level to more detailed contribution to the framework and even to specific design elements. Out of this process, some key inputs emerged. These have been incorporated into the City's bylaws and represent the policy framework for moving forward.

The Policy Outcomes

The Regina Downtown Neighbourhood Plan is formulated with a single target in mind – 5,000 residents. There are currently just over 1,000. A critical mass of people living in the downtown along with an enhanced range and number of urban amenities will lead to the desired vibrancy. Ultimately, the focus on urban intensification will contribute to the sustainability equation as well. Establishing a meaningful policy framework along with enabling practical by-laws, procedures and requirements provides a clear and compelling picture of the future state.

The policy recognizes a number of factors that must be addressed to see this target achieved. These factors include 11 principles and 8 elements. The implementation of the policy framework also contemplates 8 “big moves,” which lay the foundation for future downtown development.

These principles, elements and “big moves” have made their way into our municipal bylaws. Because of significant public engagement, there has been a high level of buy-in to the policy changes. City Council unanimously supported both the policy changes and significant investment to see the changes realized. Active support for the policy has come from such diverse groups as the Downtown Business Improvement District, and the heritage and cultural sector. Developers have risen to the challenge and

launched new residential and commercial developments.

In addition to the public policy change and regulatory framework, the City has taken a role in providing positive incentives such as tax exemptions for downtown residential development and for certain downtown commercial developments. The City has also committed public money to be invested in the plan, beginning in the summer of 2010 with the City Square Project. The City Square Project is an \$11million project, focussed on amenity space enhancements including an integrated public plaza and pedestrian mall; traffic flow improvements; and improvements to city-owned transit infrastructure. This shows confidence in the plan and is expected to leverage other private-sector investments.

Early responses to the plan have resulted in 3 major redevelopment projects that combine residential, hotel and commercial development, all of significant scale. While it is still too soon to tell whether the vision of the Regina Downtown Neighbourhood Plan will be realized, the policy is a significant step toward intensification, which, in turn should begin to contribute to the resolution of some of the issues our city is facing and contribute to creating a place where people want to live and work. Regina's Downtown Neighbourhood Plan can be found at <http://www.regina.ca/Page4202.aspx>.

The Principles

Through the public consultations, eleven principles were adopted to guide the development of the Downtown Neighbourhood Plan. Those principles were: For all Regina; A complete, liveable community; Gorgeous; Connected; Dynamic; A hub; Walkable and multi-modal; Safe; Healthy; Accessible, inclusive and diverse; and Adaptive re-use.

The 8 “Big Moves”

1. Walk to Work: A Downtown that is defined and framed by residential neighbourhoods.
 2. The City Square: Victoria Park is the jewel, the organizing element of the city.
 3. Pedestrians First: All streets designed for walking.
 4. A Green Zone: A well maintained urban forest that adds seasonal ambience and urban wildlife habitat.
 5. A Cycling Culture: Cultivate and support cycling as a viable means to move about.
 6. Exceptional Public Transit: A downtown that is best accessed by public transit.
- Friendly Facades: Existing buildings, at grade
7. level, remediated to create a lively, animated pedestrian realm.
 8. Festival Places: Create places for gathering, to allow arts and culture to flourish and to be celebrated.

The Elements

Embracing the winter city: The urban environment must comfortably accommodate people on the streets in all seasons. This can be achieved through the effective maintenance of the streets such as removing snow from all sidewalks and roads. It can also be addressed through urban design measures that mitigate wind, snow and cold, as well as through building designs and land use planning decisions that explicitly seek to shelter people from winter conditions.

A resilient and diverse downtown population: A Downtown neighbourhood provides a stable critical mass of people who in turn provide a market for retail districts, commercial office space, entertainment venues, and recreational destinations. The housing stock should allow residents from all income levels to live Downtown at any point in their life cycle.

Inviting public spaces: Designed correctly, public spaces provide opportunities for improving the quality of life for those that work, live, and visit Downtown. Public

spaces inspire people to walk and to linger Downtown.

A clear identity: Identity is a part of the distinction of a place, and thereby attracts people to live, work, and play. Protecting and enhancing the authentic, unique, and memorable qualities that distinguish an area and define its identity, such as heritage, natural features, and architecture, is a cornerstone of place-making.

Pedestrian oriented: Walking is the most affordable, equitable, and sustainable of all forms of transportation and is essential both as a means of movement and as a form of recreation. It should be supported by the built form of the urban environment, as well as with safe and comfortable connections between Downtown destinations.

Appropriate density: In order for a range of commercial, institutional, and cultural amenities, as well as public transit, to be viable Downtown, a critical mass of people is required. If densities are too low, businesses will not survive.

Creative sector anchor: Downtowns should strive to become an anchor for the creative community which is recognized by many to be the core force of growth in our future economy.

Accessible movement options: An important consideration with regard to developing a complete, walkable, dense, and vibrant Downtown is the improvement of transit service to truly become supportive of a more active Downtown. Regular, reliable, and convenient transit service will allow new residents to choose to live a car-free lifestyle Downtown, and will enable visitors to come Downtown without automobiles, to enjoy the character, amenities and activities of Downtown on foot, and to support local businesses. A key impact of improved transit will be to reduce the need for surface parking Downtown, allowing existing lots to be redeveloped. ■

BOOK REVIEW

By Michael Fotheringham

Red Tory: How the Left and Right Have Broken Britain and How We Can Fix It.

Phillip Blond - London: Faber & Faber. 2010. 309pp.

Not long ago Phillip Blond was a Theology instructor at the University of Cumbria, a low-profile school in the North of England. He now finds himself the Executive Director of his own think-tank Respublica (meaning 'Common Wealth') and engrossed in the engaging dialogue over Britain's political future. His rise to fame came with a series of articles and opinion pieces in the Guardian, the Independent and Prospect magazine through much of 2008 and 2009. In these, Blond articulated a political vision of the 'Big Society' where civic associations, community co-ops, and development trusts would replace the overbearing State and the monopolising tendencies of the unfettered 'free market'. This vision grew out of a critique of both 'Thatcherite' economic liberalism and the social liberalism common to left-wing political parties. Some folks close to Conservative leader David Cameron got wind of what Blond was articulating and found his vision compelling enough to use parts of it as the basis of the Tory rebranding strategy heading into the 2010 election. The collusion between Blond and Cameron on the 'Big Society' have led many commentators to label Blond as the Prime Minister's 'philosopher king' or 'crank', depending upon one's political taste.

Red Tory is an attempt to synthesize much of Blond's public commentary but with the rigour of some research, providing facts and figures to his claims. It was rushed into printing after Cameron became Prime Minister and has been required reading for anyone interested in knowing what the philosophical foundation for the new government may be. In the introduction, Blond quickly reveals his aversion to the centralised state and the monopolised market, blaming them for the loss of culture and virtue in British society. In Blond's mind, both of these have liberalism as their common denominator and have done a great deal of harm to society over the past number of decades. For Blond, there has been

"a wholesale collapse of British culture, virtue and belief" which has led to "increasing fear... loneliness, recession, depression, private and public debt, family break-up, divorce, infidelity, bureaucratic and unresponsive public services... longer and longer working hours, children who have no parents... seemingly immovable poverty, the permanence of inequality... public authoritarianism, private libertarianism, general pointlessness, political cynicism and a pervading lack of daily joy". This opening reads more like something a melancholic pensioner would write to his or her local daily rather than something an aspiring politico would pen, as it casts shadows on any notion of progress that modernisers would claim from the past thirty years. Central to understanding Blond is his desire to define the notion of the 'common good' and have government work towards that end.

The answer to overcoming the plutocratic nature of contemporary Britain, according to Blond, is to 'recapitalize the poor' and forge a new moral economy which mixes egalitarian notions with personal responsibility. Because the elites have essentially crafted an economy that suits their economic interests through wielding the power of government, any long-term solutions must be grounded in spreading the ownership of assets as wide as possible and giving local communities a real democratic voice. Blond provides a number of examples of how this can be accomplished including:

- transferring local council assets to community trusts;
- stimulating savings among the poor by encouraging child trust funds and using government funds to reward volunteerism and community involvement;
- looking at ways to turn publicly delivered services into cooperatives by allowing front-line staff to have a financial stake in their work;

- reconfiguring post offices into a hub of cooperative branches operating via franchise under an umbrella organisation; and,
- utilizing microfinance to provide the poor with the means to become active entrepreneurs in their communities.

These are but a few of the measures that Blond puts forth and the theme is consistent: find ways to move power and control to the lowest level possible so that a 'stakeholder society' can be fully realized. It can certainly be argued, and has, that these are naïve steps which will simply allow the financially powerful to come and out bid the intended recipients for state assets. In short, many see this as a backdoor approach to privatisation with a warm fuzzy vibe to it.

Nonetheless, the thrust of Blond's thinking was outlined in the Queen's Speech as the Decentralisation and Localism Bill and is to be tabled in December 2010. The purpose of the Bill is to "devolve greater powers to councils and neighbourhoods and give local communities control over housing and planning decisions". This is a substantial reversal in the Tory approach from the days of Thatcher who destroyed the power of local government and can perhaps be attributed to Blond's influence on Cameron. The Bill is designed to:

- return decision-making powers on housing and planning to local councils;
- give new powers to help save local facilities and services threatened with closure, and give communities the right to bid to take over local state-run services; and,
- provide greater financial autonomy for local government and community groups.

The Bill was originally to be tabled in November but due to some difficulties with certain aspects of it, the release date was pushed back

NEWS AND ANNOUNCEMENTS

IPAC Saskatchewan hosts seminar on The Value of a Professional Public Service

November 5, 2010

The Saskatchewan Regional Group of the Institute of Public Administration of Canada (IPAC) hosted a full-day seminar on November 5, 2010 at the Hotel Saskatchewan in Regina. Doug Moen, Q.C., Deputy Minister to the Premier, delivered the keynote address on "The Value of a Professional Public Service", followed by nine other speakers covering subjects under the themes of "The Framework of Government", "The Practice of Government" and "Reflections on Leadership in the Public Service".



Neil Robertson & Bob Linner

The speakers represented leading Saskatchewan academics and practitioners in public administration: Dr. Ken Rasmussen, Associate Director, Johnson Shoyama Graduate School of Public Policy; Ken Ring, Q.C., Parliamentary Counsel and Law Clerk to the Legislative Assembly; Pat Youzwa, former President of SaskPower and a former Deputy Minister; Tom Irvine, Senior Crown Counsel with Saskatchewan Justice; Gary Dickson, Q.C., Information and Privacy Commissioner; Clare Isman, Deputy Minister of Advanced Education, Employment and Immigration; Karen Aulie, Assistant Chair, Public Service Commission of Saskatchewan; Bob Linner, former

City Manager of Regina and Prince Albert; and Dan Perrins, Senior Fellow and Director of Outreach and Training at the Johnson Shoyama Graduate School of Public Policy.



Bob Linner, Doug Moen & Dan Perrins (back row); Ken Ring, Pat Youzwa, Ken Rasmussen & Tom Irvine (front row)

The seminar was sold out with over 100 people attending, including students from the Johnson-Shoyama Graduate School of Public Policy and public sector employees from the Province, City of Regina and Police. IPAC received very positive reviews from those attending. One long-service public sector manager said it was "nice to feel inspired again". The success of this seminar will encourage IPAC Saskatchewan to host similar future events.

New Network of Networks to improve public administration

Public administration touches the lives of all Canadians, through the daily actions of their governments at the federal, provincial, territorial, aboriginal or municipal levels. Improving public policies and processes is a constant challenge in our increasingly interconnected world.

The Institute of Public Administration in Canada (IPAC) is pleased to announce the creation of Public Service Without Borders, a virtual forum for the discussion and sharing of best practices in public

administration. PSWB is envisioned as a 'network of networks' using the internet and other social media to create a virtual community of professionals involved in all aspects of public administration, in Canada and abroad.

"IPAC recognizes the need to facilitate the flow of ideas and best practices across all levels and areas of the public services" said Denise Amyot, IPAC's President, adding "PSWB will create links between knowledgeable individuals, as much as between institutions and levels of government, in an objective and non-partisan environment, to ensure that expertise, research, and best practices are shared widely. "PSWB is a very good example of how technology can maximize collaboration" added Tom Jenkins, Executive Chairman of Open Text Corporation.

Public Service Without Borders is anchored by Members of IPAC's 17 regional chapters in Canada, some 4000 public servants; administrators, academics and others interested in public service, dedicated to constantly improving the policies and programs that benefit all citizens and deliver excellence in public service. All IPAC members will have unlimited access to PSWB.

For more details about Public Service Without Borders, please see IPAC's website www.ipac.ca

For more information, please contact:

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into December. This piece of legislation has the power to bring about radical changes in how British citizens relate to their government and receive services and thus, will be debated heavily into 2011. At a time when many are feeling disconnected from the government decisions that most affect their lives, this initiative may be a welcome change for some. At the same time, despite a popular movement towards local food and consumer products, a shift towards a more empowered and flexible local democracy will disturb many content with the status quo.

Blond and his think-tank Respublica have recently published a report which is an attempt to prepare communities for the changes ahead titled, To Buy, To Bid, To Build: Community Rights for an Asset Owning Democracy. It is clear that Blond's influence on the government is real. Whether his stock remains where it is will no doubt depend on the success of some of the reforms being rolled out. The idealism laden throughout Red Tory is finally being tested and time will tell whether his views are more in-line with a bygone era or with the modern complexities of the twenty-first century. ■

IPAC Awards Ceremony at Government House

IPAC's annual awards ceremony took place on 16 September 2010 before a packed gathering in the Sir Richard Lake Room at Government House.

The Lieutenant Governor, Dr. Gordon Barnhart, awarded Doug Moen, Q.C. with the Lieutenant-Governor's Gold Medal. This Award recognizes "demonstrated distinctive leadership and exceptional achievement in public administration in Saskatchewan".

The Lieutenant Governor, in his remarks, described Mr. Moen's many contributions to Saskatchewan, including legislative reforms, as a champion of restorative justice, and working with police and with First Nations and Metis people in Saskatchewan. Mr. Moen's national stature was demonstrated by his selection to participate in Canada's defence of its human rights record before the United Nations in Geneva in 2009. Dr. Barnhart also referred to Mr. Moen's volunteer service in the community and with the law profession.

Mr. Moen was appointed as Deputy Minister to the Premier in 2009, after working in the Ministry of Justice since 1983, including as Deputy Minister of Justice and Deputy Attorney General from 2003 - 2009.

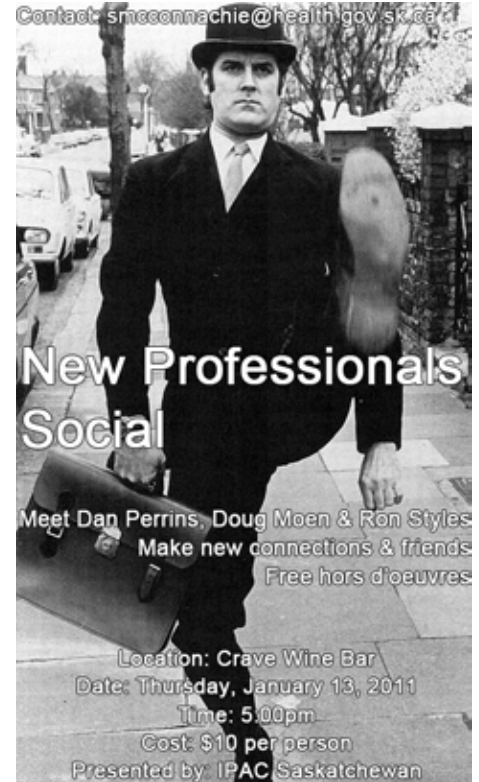
IPAC Saskatchewan President, Neil Robertson, Q.C., congratulated other IPAC Award recipients at the ceremony:

David Cundall, Promising New Professionals Award;

Jay Kirkland and Caroline Graves, co-recipients of the inaugural Doug Stevens Public Policy Graduate Student Scholarship at the University of Regina; and

Nicole Behnke, IPAC Award for the highest mark in the Johnson-Shoyama Graduate School of Public Policy class 801 - "Governance and Administration" ■

Contact: smcconnachie@health.gov.sk.ca



New Professionals Social

Meet Dan Perrins, Doug Moen & Ron Styles
Make new connections & friends
Free hors d'oeuvres

Location: Crave Wine Bar
Date: Thursday, January 13, 2011
Time: 5:00pm
Cost: \$10 per person
Presented by: IPAC Saskatchewan



Doug Moen, Q.C. receiving Gold Medal from Lieutenant Governor Dr. Gordon Barnhart at Government House



left to right: Neil Robertson, Doug Moen, David Cundall, Dr. Gordon Barnhart, Nicole Behnke, and Jay Kirkland



Presented by Margaret Wenté, *Globe and Mail* Columnist

Margaret Wenté is one of Canada's leading columnists. As a writer for the *Globe and Mail*, she provokes heated debate with her views on the issues of the day. She has twice won the National Newspaper Award for column-writing, and is the only journalist in Canada to hold that distinction.

Ms. Wenté joined the *Globe and Mail* in 1986 to edit Report on Business Magazine. She went on to edit the Report on Business section of the daily newspaper and, later, the front section. She began writing a weekly column in 1992, and has been a full-time columnist since 1999.

Ms. Wenté is also the author of the book *An Accidental Canadian: Reflections on my home and (not) native land*. In the book Margaret reflects on Canada, as well as the small pleasures and big questions in life.

Navigating the 21st Century

What will our world look like 25 years from now? How will demographics, germs, and technology shape the Canada that today's students will inherit? How will immigration change us? And are we smart enough to manage our own future? Margaret Wenté offers a fresh perspective that reaches beyond the conventional wisdom to identify the challenges that will shape the next quarter-century.

Friday, January 7, 2011

Cumberland Hall, Travelodge Hotel
4177 Albert Street South, Regina

Doors open: 5:30 p.m.

Dinner: 6:00 p.m.

Keynote address: 7:00 p.m.

Cash bar available.

Tickets and Registration

Tables of 8.....\$400.00 + \$20.00 GST = \$420.00
Individual.....\$55.00 + \$2.75 GST = \$57.75
Student.....\$20.00 + \$1.00 GST = \$21.00

Registration is accepted online only at:

www.schoolofpublicpolicy.sk.ca

(Click on News & Events, then Events Calendar and the appropriate calendar date.)

For more information, contact JSGS Outreach & Training at 585-5869 or js_outreach@uregina.ca.

This event would not be possible without the generous support of our sponsor SaskTel.

WHAT IS IPAC?

The Institute of Public Administration of Canada (IPAC) is a national, bilingual non-profit organization focused on the theory and practice of public management. The **Saskatchewan Regional Group** is one of 17 regional groups across Canada. IPAC is also linked to forums and networks nationally and internationally.

With over 200 active members in Saskatchewan, we regularly hold local events. IPAC promotes and celebrates good practices and innovations in the public sector and membership is open to public servants in the provincial, municipal, federal and regional governments; students and professors of administration; and private sector partners of government.

We welcome your input. For more information, please visit: www.ipac.ca/Saskatchewan

EXECUTIVE BOARD

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