



**REVISED PUBLIC AGENDA
GOVERNANCE AND PRIORTIES
COMMITTEE**

**Monday, April 10, 2017, 1:00 p.m.
Council Chamber, City Hall**

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

Recommendation

1. That the letter submitting comments from Shane Prpich dated April 8, 2017, be added to item 7.2.1; and
2. That the agenda be confirmed as amended.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

4.1 Minutes - March 20, 2017

Recommendation

That the minutes of the Regular Meeting of the Governance and Priorities Committee held on March 20, 2017, be adopted.

5. UNFINISHED BUSINESS

5.1 City Council Strategic Priorities for 2016 - 2020 Term (File No. CK. 116-1)

6 - 9

On March 20, 2017, the Governance and Priorities Committee resolved that a report regarding the above be brought forward to its April 10, 2017 public meeting.

A report of the Mayor is attached.

Recommendation

That the Governance and Priorities Committee recommend to City Council:

1. That the 10 priority areas, as outlined in the report of the Mayor dated April 10, 2017, be set;
2. That each priority area have a Council Member Lead and that the Council Members Leads be as identified in the report;
3. That Council Member Leads be empowered to take a leadership role in citizen and stakeholder engagement in the 10 priority areas; and
4. That the Administration be directed to prepare a draft policy which sets the parameters for Council Member Leads and which includes the following:
 - a. The role and limits of authority for the Council Member Lead;
 - b. The requirements to report back to City Council; and
 - c. The possibility of special working groups including make-up and mandate

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

- 6.1.1 Letter - S. Wasylenko, Chair, Sutherland BID dated March 21, 2017 re: 2017 Board of Management (File No. CK. 175-50) 10 - 10

Recommendation

That the information be received.

6.2 Matters Requiring Direction

- 6.2.1 Letter - A. Buettner, Chair, SaskTel Centre Board of Directors re: Board Member Recruitment and Retention Strategy (File No. CK. 175-31) 11 - 27

A presentation will be provided.

Recommendation

That the information be received and forwarded to the Leadership Team Governance Subcommittee for inclusion in its Governance Review of Boards, Commissions and Committees.

6.3 Requests to Speak (new matters)

7. REPORTS FROM ADMINISTRATION

7.1 Delegated Authority Matters

7.2 Matters Requiring Direction

7.2.1 Options to Address 2017 Provincial Budget Impact (File No. CK. 1700-3) 28 - 48

A report from the Administration is provided.

Also attached are the following communications:

Request to speak from Frank Regier dated March 29, 2017; and

Letters submitting comments from:

- Paul Ruck dated March 25, 2017
- Audrey Hinz dated March 27, 2017
- Don Scott dated March 27, 2017
- Darcy Wiebe dated March 27, 2017
- Jeff Ewen dated March 28, 2017
- Michael LaFreniere dated March 29, 2017
- Roy Kreuzweiser dated March 30, 2017
- Dylan Morin dated April 4, 2017
- Shane Prpich dated April 8, 2017

Recommendation

1. That the Governance and Priorities Committee provide further direction to the Administration with regard to either formalizing the options being brought forward within this report or consider other options to address the 2017 Operating Budget shortfall; and
2. That a Special City Council meeting be held prior to the regularly scheduled April 24, 2017, City Council meeting to give final consideration of the adjustments needed to the 2017 Operating Budget as outlined in this report.

7.2.2 Provincial Downloading and Transfer Payments to the City of Saskatoon and Community Organizations (File No. CK. 1700-3) 49 - 56

A report from the Administration is provided.

Recommendation

That the information be received.

8. LEGISLATIVE REPORTS

8.1 Delegated Authority Matters

8.2 Matters Requiring Direction

8.2.1 Inquiry - Councillor R. Donauer (July 21, 2016) - Whistle Blower Policy (File No. CK. 4500-0)

57 - 66

Recommendation

That the Governance and Priorities Committee recommend to City Council that the City Solicitor be directed to draft a Whistleblower Policy.

9. URGENT BUSINESS

10. MOTIONS (Notice Previously Given)

11. GIVING NOTICE

12. VERBAL UPDATES

12.1 Council Members - His Worship the Mayor, FCM/SUMA, Boards and Commissions

12.2 Administration

13. IN CAMERA AGENDA ITEMS

Recommendation

That the Committee move *In Camera* to consider items 13.1 to 13.4.

13.1 Board Appointment

[In Camera - Personal Information - Sections 16(1)(d) and 28 - LAFOIPP]

13.2 Board Resignation

[In Camera - Personal Information - Sections 16(1)(b) and 28 - LAFOIPP]

13.3 Legal Matter

[In Camera - Solicitor-Client Privilege - Section 21 - LAFOIPP]

13.4 Verbal Updates

13.4.1 Council Members - His Worship the Mayor, FCM/SUMA, Boards and Commissions (if required)

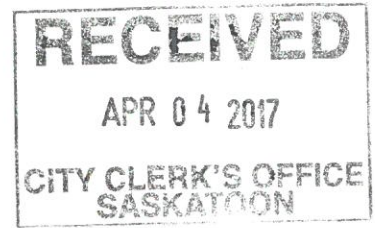
13.4.2 Administration

13.4.2.1 City Manager

[Sections 13, 14(1), 15(1), 16(1), 17(1), 18(1), 19, 20, and 21 - LAFOIPP]

14. ADJOURNMENT

City Council Strategic Priorities for 2016-2020 Term



RECOMMENDATION:

That the Governance and Priorities Committee recommend to City Council:

1. That the 10 priority areas, as outlined in this report, be set;
2. That each priority area have a Council Member Lead and that the Council Member Leads be as identified in this report;
3. That Council Member Leads be empowered to take a leadership role in citizen and stakeholder engagement in the 10 priority areas;
4. That the Administration be directed to prepare a draft policy which sets the parameters for Council Member Leads and which includes the following:
 - The role and limits of authority for the Council Member Lead;
 - The requirements to report back to City Council; and
 - The possibility of special working groups including make-up and mandate

1. PURPOSE:

Our goal is to be the best run city in Canada. Or as one Councillor stated, a "*city that punches above its weight class – a place that people are proud of and want to move to.*"

The world is changing and cities are at the forefront of navigating these changes - from the global economy and resources, to climate change, income inequality, and technology. Saskatoon will need to think and work differently to be a modern city that keeps pace with change while still providing quality of life for its citizens. How will we grow, how will we be part of a new economy, how will we take care of our increasingly diverse demographic?

In its strategic planning process, City Council has identified 10 strategic areas that will require special and coordinated attention from Council and Administration in order to address the challenges they pose to City.

2. THE NEW LEADERSHIP INITIATIVE

City Council has committed to piloting a new leadership model that will empower Councillors to take leadership roles, with Administrative support, in the fact-finding and engagement of the 10 strategic areas. Meaningfully engaging citizens and stakeholders to develop real community ownership in addressing the City's challenges is a critical piece of this new approach.

3. THE 10 STRATEGIC AREAS AND COUNCILLOR LEADS:

City Council decided on 10 Strategic areas; each one falls under one of seven Strategic Goals in the current Strategic Plan.

Core Services: Councillor Iwanchuk

Getting the basics right is the heart of the City's work. City Council is prioritizing continued improvement on the delivery of core public services with the use of technology and improving our systems to ensure maximum benefit to citizens for the tax dollars they invest.

The 2017 budget prioritized investment in; building better roads, sidewalk rehabilitation, snow and ice service, purchase of new transit buses, transit improvements, to name a few. With aging infrastructure, changing technology, and rising citizen expectations, ensuring modern and efficient core services has to be job #1.

Crime and Community Safety: Councillor Gough

Fostering a more integrated and effective system of services in response to crime and community well-being is a priority for this Council.

We have notoriously high crime and youth unemployment rates, persistent concerns about safety, and gaps remain in our health and social systems. Too many people are ending up on the streets or in jails instead of in housing, jobs, or education. Millions of dollars of resources are going into reactive emergency responses as people fall through the cracks in the system. City Council will work with engaged leaders in government, community organizations, business, and community to foster a more coordinated approach to community safety and well-being.

Downtown Development: Councillor Block

Creating the conditions to bring more people, jobs, stores, restaurants, and amenities into the downtown is a priority for this Council.

The sign of a thriving city is a vibrant downtown where people live, work, and play. Our downtown has a vacancy rate of 18 percent with on-going news of companies re-locating outside of the downtown. City Council will work to ensure the heart of the City remains strong and attractive into the future.

Economic Development: Councillor Hill

Supporting strategic economic development strategies that will position Saskatoon to succeed in a volatile 21st Century global economy is a priority for this Council.

As the biggest city in a resource-based province, we are learning of the vulnerabilities we face with swings in commodity prices. We are already benefitting from a higher level of diversification than our Alberta neighbours, and we know that this needs to continue. City Council will work with business organizations, the University, the Indigenous Community, and the Immigrant community to identify strategic economic opportunity and foster investment.

Environmental Sustainability: Councillors Gersher and Loewen

A priority for this Council is to take meaningful steps in transforming our position as one of the highest emitters of greenhouse gas emissions in the world to a model city of innovation in energy conservation, renewables, and waste diversion.

The City of Saskatoon has documented a continuing decline in environmental quality related to waste, our ecological footprint, and our air quality. City Council will work to reverse this trend.

Information Technology: Councillor Jeffries

As technology brings on profound changes in how we live our lives and organize our communities, City Council is prioritizing the leverage of IT to provide benefits to citizens, while also focusing on mitigating potential negative impacts that technology can have.

Reconciliation: Mayor Clark

City Council is prioritizing work to foster an inclusive community and charting a new path of partnership and mutual cooperation between Indigenous and non-Indigenous communities.

Recreation, Culture and Leisure: Councillor Davies

City Council is prioritizing the development of the right mix of recreation and culture amenities and programs to support our citizens to be healthy and have fun in all of Saskatoon's seasons of the year.

As Saskatoon grows and changes, it is essential that our City has a great mix of recreation, culture, and leisure opportunities for our citizens. We are faced with a demand for recreational facilities that far exceeds our supply. The world of sports, culture and recreation is also changing and demands for new facilities and programs to keep citizens active and engaged will require us to explore innovation and partnership.

Regional Planning: Councillor Donauer

City Council is prioritizing the development of a vibrant, competitive, and well-planned region built on partnerships with the surrounding Urban and Rural Municipalities and First Nations.

There is a risk that without a long-term plan in place, our ability to grow efficiently and provide quality of life to residents will be hampered.

Important strides have been made through the Saskatoon Plan for Growth to build relationships with our regional partners in order to develop a policy and planning framework that ensures future growth and the provision of regional services that everyone in the region can benefit from.

Transportation: Councillor Dubois

City Council is prioritizing the development of a mobility plan and strategy that will service our city for the next decades. How citizens move around the city is an on-going challenge as the City continues to grow. Putting the Active Transportation Plan into action will require decisions about bike lanes, a bus rapid transit system, and new technologies, all in an emerging context of Autonomous Vehicles, Uber, and other disruptive technologies.

4. STRATEGIC PRIORITIES

Council identified a large number of possible priority projects under each of the 10 strategic areas. They consisted of a combination of three types of projects:

Current core projects, for example - core services;

Current projects that have not yet been fully implemented – such as projects that fall under the Recreation Master Plan or the Growth Plan;

New projects – such as exploring the feasibility of a new Central Library or Downtown Arena.

All the projects were ranked and the top four projects for each strategic area were identified. It is important to note that all of the identified projects will be assessed and councillors will be informed of their current status within this year's work plan.

A further ranking of the top four projects was completed as a way for Councillors to identify the projects that they thought could best address the challenges being faced within each strategic area. An assessment process by Councillors and Administration will be undertaken to determine which of the four will become a priority for the new Leadership Initiative, an approach providing a more coordinated level of attention and strategy. The other top projects will be explored and taken to the next planning stage.

5. Next Steps

The Mayor's Office will consult with Councillors and Administration to develop the following draft documents for discussion:

- Timeline
- Budget
- Mayor's Office support for Strategic Area leads
- Q&A
- Engagement strategy
- Communications strategy



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www.sutherlandbid.ca

March 21, 2017

His Worship Mayor Clarke & Members of City Council
City of Saskatoon
c/o City Clerk's Office
City Hall
222-3rd Avenue North
Saskatoon, SK S7K 0J5

Your Worship and Councillors:

Re: Sutherland Business Improvement District – 2017 Board of Management

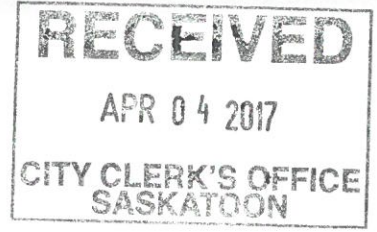
Enclosed is the list of appointments to the Sutherland Business Improvement District (SBID) Board of Management for 2017 which has been approved by the Board of Management for submission to the City of Saskatoon.

- | | |
|--|--------------------------------|
| Sheldon Wasylenko/Rayner Agencies Ltd. | Chairman |
| Leanne Priddell/The Medicine Shoppe | Vice-Chair/Secretary-Treasurer |
| Kos Kosmas/Venice House | Director |
| Leo Morrison/Leo Morrison Real Estate | Director |
| Kyle Gerwing/The Concorde Group | Director |
| Gaby Akl/Enzogroup Realty Corp | Director |
| Zach Jeffries | City Councillor, Ward 10 |
| Lloyd Moker | Executive Director |

Respectfully submitted on behalf of the Board of Management,

Sheldon Wasylenko, Chair

175-31



April 3, 2017

To His Worship the Mayor and Members of City Council,

RE: SaskTel Centre Board Member Recruitment and Retention Strategy

On behalf of the Board of Directors for SaskTel Centre, I am pleased to present to you for your review the enclosed **Board Member Recruitment and Retention Strategy**. In early 2016, SaskTel Centre Board underwent a thorough review of our governance practices through an organization called Praxis. This resulted in a report with several recommendations. Our Board is excited to shift our culture from an operational board to a strategic board and we are doing so by benchmarking ourselves against 'best in class' governance practices. The enclosed Strategy is one of several recommendations we have already adapted and seen through to completion.

This Strategy has helped us formalize both our current and new processes, and introduce concepts that are essential for Board Member engagement. We are committed to making the experience for every Board Member around our table an educational and rewarding one through ensuring that their best skills and competencies are utilized to give back to the citizens of Saskatoon. Following is a list of a few of our developments that we look forward to sharing with you in the future:

- A comprehensive Orientation and Onboarding Process
- A Board Member Handbook
- Comprehensive Governance Training for Board Members
- A Balanced Scorecard Strategic Plan

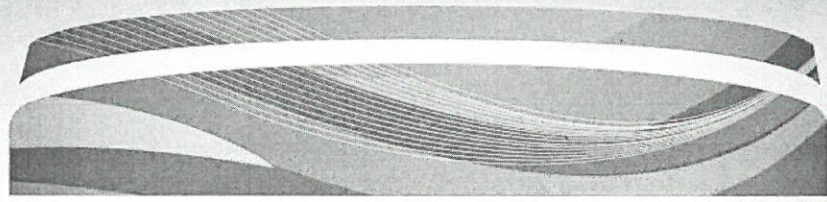
I would also note, the progress we have made in this area was due, in large part, to the leadership provided by Ms. Mubarka Butt. Having Ms. Butt's insight and guidance was instrumental to this process. Her expertise does not go unnoticed and we are very appreciative of her working with us.

We look forward to your support in continuing our pursuit of achieving excellence in governance.

Yours truly,

Adele Buettner
Chair, SaskTel Centre Board of Directors

CC: Will Lofdahl, CEO SaskTel Centre



175-31

SaskTel Centre

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CITY CLERK'S OFFICE
SASKATOON

BOARD MEMBER RECRUITMENT AND RETENTION STRATEGY

March 2017

Experience
the
ENERGY

PURPOSE

The purpose of this strategy is to ensure effective selection and retention of qualified Board Members with the right values, skills, attitudes and commitments needed for the long-term success of SaskTel Centre. Candidates will be assessed against the skills desired at the Board in order to achieve the corporate vision and mission.

Our Vision

A dynamic world-class facility creating positive memorable experiences

Our Mission

SaskTel Centre provides world class culture, sport, and live entertainment experiences for the social and cultural enrichment of the region.

BOARD MEMBER RECRUITMENT

The following step by step process is designed to work in collaboration with City Clerk's Office to ensure successful recruitment of new Board Members:

A – Needs Identification through Gap Analysis

1. The SaskTel Centre Board (STCB) Governance Committee distributes the **Board Member Skills Competencies Matrix (Appendix A)** once a year to assess retirement dates and identify skills inventory of the current Board Members.
2. The STCB Governance Committee identifies the gaps on the Skills-Competency Matrix and develops a list of specific skills required on the Board. In the case of several vacancies, skills and expertise identified may be mutually exclusive; the goal is to have diversity of background and intellect on the Board while ensuring the skills gaps are addressed.

B – Advertising Strategy

1. The STCB Governance Committee will provide the advertisement highlighting the list of required skills and expertise, to the City Clerk's Office.
2. The STCB Governance Committee will also identify, based on skill gaps, the best mode of advertising. (Example: Newspaper, Online, LinkedIn, CPA SK, Law Society etc.)
3. The City Clerk's Office will place advertisements for the vacancies, highlighting the skills required, in accordance with the timelines for recruitment. The advertisements will be funded by the SaskTel Centre Board.
4. Existing Board Members can also refer individuals or share the vacancy through word of mouth to attract members within their network. All referrals and shoulder tapped candidates must apply through the City Clerk's Office.

C – Screening and Selection

1. The City Clerk's Office will review and forward applications received to the STCB Governance Committee.
2. The STCB Governance Committee in collaboration with the CEO, will review the applicants and schedule 30 minute interviews with short-listed candidates.
3. The STCB Governance Committee will send out **Board Applicants Skills Assessment Questionnaire (Appendix B)** to short-listed candidates to complete and submit to the Committee for review.
4. The STCB Governance Committee will ask 3 to 5 questions of each candidate based on the individually completed Skills Assessment Questionnaire and using a **Board Member Interview Guide (Appendix C)**. The interview process will serve as due diligence in ensuring the right skills, experience, values and attitude are being sought to serve the strategic success of the organization.
5. The STCB Governance Committee will invite the CEO to sit in on the interviews for feedback. Note: The CEO is not a decision maker on the panel.
6. The STCB Governance Committee will complete reference checks using the **Board Reference Check Form (Appendix D)** for the successful candidates. The names of the successful candidates recommended by the STCB Governance Committee will then be forwarded to the Board for review and feedback.
7. If there are no further concerns, the names of the candidates whom the Board recommends **as well as** those whom the Board does not recommend will be forwarded to the Governance and Priorities Committee through City Clerk's Office and a recommendation made for appointment. The recommendation letter will be sent by the Board Chair.
8. The Governance and Priorities Committee will determine if the recommendations received from the Board are to be approved or rejected and make a recommendation to City Council.
9. All appointments will be made by the Governance and Priorities Committee of City Council.

D – Board Member Notification

1. The City Clerk will notify the Secretary of the SaskTel Centre Board of City Council's final appointments and provide contact information for new Board Members.
2. The City Clerk will write to all successful and unsuccessful candidates.
3. The correspondence from the City Clerk to the successful candidates will include a copy of Policy C01-003 "Appointments to Boards, Commissions, Authorities and Committees along with the Code of Conduct for members of Civic Boards, Commissions, Authorities and Committees.
4. Successful candidates will be required to sign an Acknowledgement of Receipt of the Code of Conduct and return it to the Office of the City Clerk, for safekeeping and inclusion in the file for appointments to the SaskTel Board.

BOARD MEMBER ONBOARDING AND ORIENTATION

Orientation is a one-time event that traditionally takes place within the first few weeks of the beginning of a Board Member's term.

Onboarding, however begins before the new Board Members starts with the Board and can last up to one full year. A successful Onboarding process is intended to strengthen the Board Member's connection with the organization and his or her other fellow Board Members. Upon completion of the Onboarding Process the new Board Member should feel fully integrated into the Board and should become a contributing member at the Board table.

The following **Board Member Onboarding Framework** outlines the pertinent components of successfully engaging and integrating new Board Members into the organization:

BOARD MEMBER ONBOARDING FRAMEWORK

Before First Board Meeting	First 3 Months	First 12 Months
<ul style="list-style-type: none">• Welcome Lunch with Board Chair and CEO• Orientation to Board Manual – See SAMPLE Board Orientation Agenda (Appendix E)<ul style="list-style-type: none">• Overview of Organization• Review of Org Structure• Review of Terms of References• Review of Policies/Bylaws• Review of Strategic Plan, Annual and Financial Reports• Board Calendar	<ul style="list-style-type: none">• Tour of SaskTel Centre• Participate in an event "Behind the scenes at SaskTel Centre"• Completion of Mandatory Governance Training as per policy• Assign a Board Mentor per Board Mentorship Program (Appendix F)	<ul style="list-style-type: none">• Refresher Governance Training for ALL Board Members in conjunction with Annual Strategic Planning session• Conduct Board Member Stay Interview (Appendix G) for feedback from Board Members who have been on the Board for one year• Participate in Board Self-Assessment per Board policy

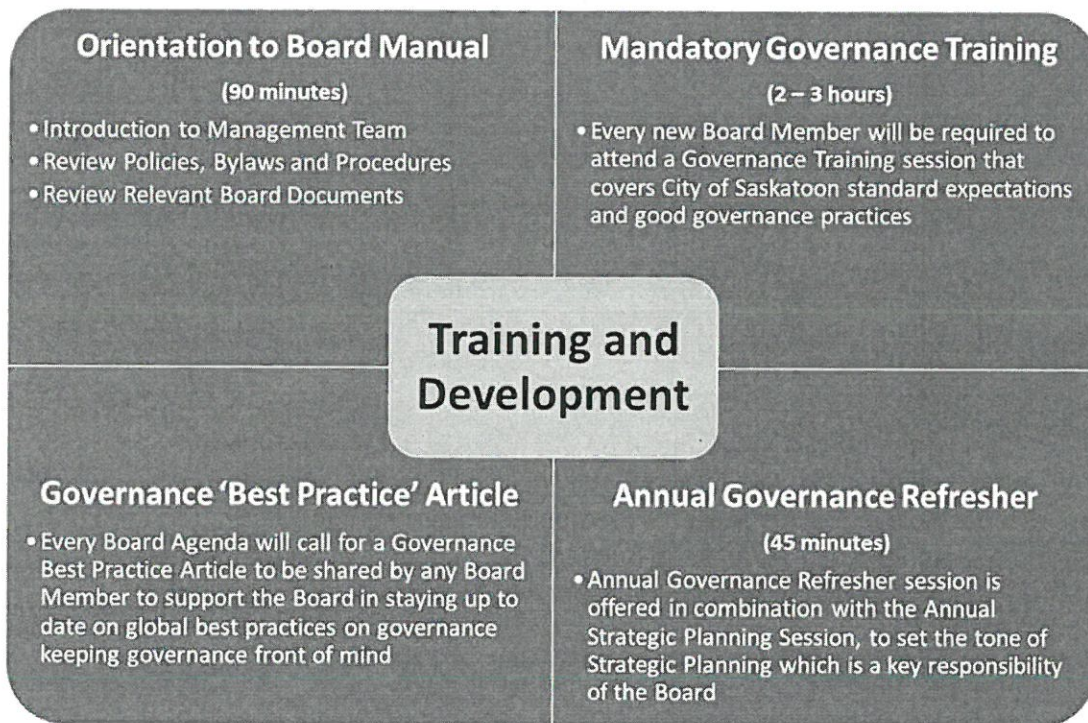
Note: The information above is a guideline for successful onboarding and orientation. The Board can share as much information with new members as they feel is necessary to help them gain a good understanding of Board issues.

BOARD MEMBER DEVELOPMENT

Training and Development of Board Members is essential to help Board Members fulfill their potential through strong and effective governance. The **Board Member Development Framework** below ensures that Board Members understand:

- The relationship of the Civic Boards with the City of Saskatoon;
- The relevant bylaws and policies that this relationship is governed under; and
- The criticality of their role as a Board Member who is responsible for and has been trusted with strategic oversight and good governance for an organization that plays a significant role within the community.

BOARD MEMBER DEVELOPMENT FRAMEWORK



BOARD MEMBER EXPERIENCE

Exit Interviews serve as a great tool to capture Board Member Experience. The purpose of the **Board Member Exit Interview (Appendix H)** is to speak with the departing Board Member in the spirit of continuous improvement, to learn more about:

- His or her personal experience of Board service and based on the feedback determine if the Board should consider changing the way it operates.
- His or her opinion on whether the Board's practices are sound and how well the Board functions as a team.
- Whether the chair is perceived as efficient and adhering to his or her duties.
- Ideas for making the Board more valuable for future Board members and improve effectiveness for the entire Board.



Board Member Skills Competencies Matrix

Skills Competencies		Self-Assessment											
		Board Member 1	Board Member 2	Board Member 3	Board Member 4	Board Member 5	Board Member 6	Board Member 7	Board Member 8	Board Member 8	Board Member 9	Board Member 10	Board Member 11
Date Appointed to Board													
Date of Reappointment													
Date of Retirement													
1	Business /Management Experience												
2	Organizational Performance												
3	Financial Expertise												
4	Legal/Contractual Expertise												
5	Human Resource Management												
6	Board Experience												
7	Public Policy Mandate & Shareholder Objective Experience												
8	Governance and Strategy Knowledge												
9	Risk Management												
10	Government and Community/Business Experience												

Level of Knowledge	
None	1
Limited	2
Substantial	3
Very Substantial	4

Skills Competencies

Board Members must annually self-assess and update the Skills Competencies Matrix based on the following definitions, to ensure successful diversity of skills around the Board table.

	Skills Competencies	Definitions
1	Business/Management Experience	Experience owning or managing a business, or knowledge of business operations and management as an employee; and demonstrates business acumen while providing strategic oversight from a business management perspective.
2	Organizational Performance	Thorough understanding of linkage between strategy and measures and ability to improve performance based on experience.
3	Financial Expertise	Experience in or knowledge of financial accounting and reporting and corporate finance. Preference is given to individuals with a professional designation such as a CA, CMA, CGA, CPA or CFA.
4	Legal/Contractual Expertise	Comprehensive understanding of legal framework, legal aspects of issues, governance and risk management. Preference shall be given to a lawyer licensed in Saskatchewan.
5	Human Resource Management	Understanding of HR principles and practices including employment law, labour standards, succession planning, and compensation strategy.
6	Board Experience	Prior or current experience as a Board member, committee chair, or member of Board executive of a non-profit, charitable or other business organization.
7	Public Policy Mandate & Shareholder Objective Experience	Experience in or knowledge of creating and influencing public policy; and experience with shareholder objectives such as profitability and the creation of value.
8	Governance and Strategy Knowledge	Comprehensive understanding of Board governance, policies and practices; and knowledge of or experience in strategic planning and risk oversight, and the ability to think critically about systemic issues.
9	Risk Management	Ability to think critically about operational and governance issues to ensure the effective management of potential opportunities and adverse effects.
10	Government and Community/Business Relations	Experience in or knowledge of the workings of government at the municipal, provincial and federal levels and ability to promote effective government relations; and experience in or knowledge of government lobbying

Behavioural Competencies

Board Members should demonstrate the following attributes. These attributes enable Board Members to use their knowledge and skills to function well as team members.

	Behavioural Competencies	Definitions
1	Reliability and Commitment to Board	Available to prepare for and participate in Board meetings and at least one sub-committee of the Board as necessary.
2	Ethics and Integrity	Makes sound decisions that support the organizational direction, values and mission. Has a clear understanding of right and wrong and freely admits to errors and takes steps to rectify the situation.
3	Commitment to Continuous Improvement	Participates in training programs for the Board and shares knowledge and information with colleagues. Stays abreast of leading trends and practices in the industry.
4	Critical Thinking	Analyzes the internal and external environment in order to identify current and future opportunities, challenges and risks while reflecting on past experience, board policies and processes.
5	Consensus Building	Effectively builds constructive, friendly, professional relationships and networks within the Board and maintains external partnerships that can provide information, and support.
6	Commitment to Organization's Purpose	Shows commitment to the organizational vision, mission and strategic goals by having a solid understanding of the internal and external environment. Influences the organization's future plans and vision.
7	Positive Impact and Influence	Maintains a professional and positive manner even under changing or uncertain conditions. Works collegially with a wide range of individuals to influence direction.
8	Accountability	Displays a high level of organizational confidentiality and respects the sensitivity of information. Evaluates and responds to complex requirements that support the organizational direction.
9	Strategic Thinking	Participates in strategic planning and anticipates trends in the external and internal environment, including new developments in the economic climate.
10	Flexibility and Open-mindedness	Respects, and relates well to, people of diverse backgrounds and perspectives. Able to respect and listen to opinions that are different from one's own and be flexible in one's decisions.
11	Healthy Skepticism	Probes respectfully with objective questions to gain better understanding of issues while adhering to good governance practices.
12	Ownership of Board's Decisions	Takes ownership and responsibility for supporting the organizational direction, Champions Board's decisions within the community regardless of personal opinion.



Board Applicants Skills Assessment Questionnaire

Contact Information

Name		
Address		
Home Phone	Office	Mobile
Work (if applicable) Company & Address		

Disclosure of Conflict of Interest

A conflict of interest happens when your relationships, actions or interests interfere, might interfere, or even appear to interfere with your duties as a director, should you be appointed to the Board.

Please describe below any relationships, interests and positions that you hold (volunteer or otherwise), and any other circumstances that you believe could contribute to a conflict of interest:

- I have no conflict of interest to report.
- I have the following potential conflict(s) of interest to report (please specify other non-profit and for-profit Boards you or your spouse sit on, any for-profit businesses for which you or an immediate family member are an officer, director or a majority shareholder, the name of your employer, and any businesses you or a family member own):

1. _____
2. _____
3. _____

Please list Boards and Committees that you serve on, or have served on: (business, civic, community, political, professional, recreational and social)

Organization	Role/Title	Dates of Service


Skills and Competencies

What skills and knowledge are you willing to bring to our Board? Please indicate your experience in the following areas.	Very Substantial	Substantial	Limited or None
1. Business Management Experience			
2. Organizational Performance			
3. Financial Expertise			
4. Legal/Contractual Expertise			
5. Human Resource Management			
6. Board Experience			
7. Public Policy Mandate & Shareholder Objective Experience			
8. Governance & Strategy Knowledge			
9. Risk Management			
10. Government and Community/Business Relations			

The personal information requested on this form is collected under the authority of Section 24 of The Local Authority Freedom of Information and Protection of Privacy Act and will be used only for the Recruitment Process. If you have any questions about the collection of your personal information please contact 306-975-3155 and ask to be connected to the Board Secretary



Interview Guide for Board Member

Interview Guide  Board of Directors	Position	Board Member
	Candidate Name	
	Date	
	Time	
	Interviewers	

Questions

1. Why are you interested in serving on the SaskTel Centre Board?
2. Please discuss your experience in providing leadership and direction in a Board setting?
3. What do you think your main challenge will be in this role?
4. How do you define success and how do you measure up to your own definition?
5. We developed a skills matrix for our Board members and we have identified a need for directors with one or more of the following skills. How would you be able to contribute to these needs?
 - a) Finance
 - b) Legal
 - c) Human Resources
 - d) Risk Management
 - e) Governance
6. What are your expectations from the management of the organizations where you've served as a Board Member?



Board Member Reference Check Form

Applicant Information

Applicant's First Name: _____

Applicant's Last Name: _____

Reference Information

Name: _____

Email: _____ Phone: _____

Reference Comments

*Note: Please provide the reference with a brief description of STC.

1. How long have you known the applicant? In what capacity?
2. What are the assets that you believe the applicant would bring to the SaskTel Centre Board?
3. How would you describe their leadership style? How is he or she a visionary? Examples.
4. Can you give an example of how they demonstrated their strategic thinking ability?
5. Do you feel there is any reason the applicant should not be considered for this position?
6. Is there anything else you think we should consider regarding this applicant?



Board Orientation Agenda

Topic	Presenter	Time
Welcome	Board Chair and CEO	
Review of Agenda	Board Chair	
Introductions	Everyone	
STC Introductory Video		
Overview of Organization	CEO shares message, vision, strategic plan and current issues	
Orientation to Board Manual – Summary PowerPoint Presentation	Board Chair leads the process but calls on relevant people to present their area of expertise as necessary	
Roles and responsibilities of governing Board	Board Chair	
Overview of Board structure	Review listing of current committees, and committee chairs	
Policies and Bylaws	Board Chair reviews key points from bylaws and Board policies, Board operations calendar, and sample meeting agenda and minutes	
Review of Strategic Plan and other Board Documents	Board Chair and CEO review format of plan, highlights from the plan and key points about status of implementation of the plan	
Next steps	Board chair poses reminders of upcoming activities and events	
Meeting evaluation	Board Chair	



Board Mentorship Program

Purpose

The purpose of a Board Mentorship Program is to assist new Board Members in their growth and development on the Board. This is done through:

- Offering an experienced Board Member as a resource and enhance peer-to-peer learning.
- Encouraging the sharing of knowledge and experience that supports productive involvement in Board matters.
- Providing a personal learning experience that is not obtained through the boardroom or classroom.
- Facilitating the building of trust and meaningful Board Member relationships.

Guidelines

The Mentor/Mentee relationship is intended to be carried out in a casual setting for the purposes of integrating new Board Members effectively. The following guidelines outline the roles and expectations of the Board Chair, the Mentor and the Mentee.

The Board Chair:

- Will ask the Board Members who have at least 2 years of experience to express their interest in playing the role of Mentor.
- Will match the appropriate Mentor to the appropriate Mentee using his or her discretion.

The Mentor:

- Will provide guidance and support the Mentee during their first year.
- Will be reasonably accessible to the Mentee (in person, phone and email).
- Will respect the confidentiality of the mentorship relationship.

The Mentee:

- Will develop some goals with the Mentor within the first month of the relationship.
- Will be prepared for meetings with the Mentor
- Will be open to advice from Mentors
- Will respect the confidentiality of the mentorship relationship.



Board Member Stay Interview

Purpose

The purpose of a Stay Interview is to check in with a new Board Member at their one year anniversary to see how their experience has been so far and determine what steps can be taken to utilize their skills better while also making their experience on the Board more fruitful and engaging.

Guidelines

Stay Interviews should be conducted within the following guidelines to ensure effective use and follow up by the Board:

- At the discretion of the current Board Chair, Stay Interviews should be conducted by the Board Chair, the Governance Committee, or the Past Board Chair.
- The new Board Member should be made aware that the information collected in the Stay Interview may be shared with the Board in some capacity, in order to allow the Board to make improvements to their Onboarding practices.
- The Interviewer should extend trust to the new Board Member.
- The Interviewer should encourage open dialogue and keep the conversation focused on ensuring engagement of the new Board Member.

Questions

1. What has your experience on the Board been like so far?
2. What do you like best about your current role on the Board?
3. If you could change one thing about your experience so far, what would it be?
4. What skills and abilities do you have that you have not been able to utilize on the Board?
5. Is there anything else you think would be helpful for me to know?



Board Member Exit Interview

Purpose

The purpose of the Exit Interview is to speak with the departing Board Member in the spirit of continuous improvement, to learn more about:

- His or her personal experience of Board service and based on the feedback determine if the board should consider changing the way it operates.
- His or her opinion on whether the Board's practices are sound and how well the Board functions as a team.
- Whether the chair is perceived as efficient.
- Ideas for making the Board more valuable for future Board Members and improve effectiveness for the entire Board.

Guidelines

Exit Interviews should be conducted within the following guidelines to ensure effective use and follow up by the Board:

- At the discretion of the current Board Chair, Exit Interviews should be conducted by the Board Chair, the Governance Committee, or the Past Board Chair.
- The departing Board Member should be made aware that the information collected in the Exit Interview will be shared with the Board in some capacity, in order to allow the Board to make improvements.
- The departing Board Member should have the option to participate in the Exit Interview or decline.
- The Interviewer should extend trust to the departing Board Member.
- The Interviewer should be sensitive to the feedback being received from the departing Board Member and be prepared to hear candid and critical thoughts.

Questions

1. Did you receive adequate orientation? Was your role well explained?
2. What was most rewarding about your service?
3. What did you like least?
4. Did you feel you were needed, appreciated, and able to use your skills?
5. Did you feel everyone's voice was heard?
6. What was your relationship with the Chief Executive Officer?
7. What advice would you offer new Board Members?
8. How would you improve the way the Board functions?
9. Would you consider serving on another civic Board in the future?
10. Do you have any additional comments?

Options to Address 2017 Provincial Budget Impact

Recommendation

1. That the Governance and Priorities Committee provide further direction to the Administration with regard to either formalizing the options being brought forward within this report or consider other options to address the 2017 Operating Budget shortfall; and
2. That a Special City Council meeting be held prior to the regularly scheduled April 24, 2017, City Council meeting to give final consideration of the adjustments needed to the 2017 Operating Budget as outlined in this report.

Topic and Purpose

This report is to provide the Governance and Priorities Committee options for consideration to address the impacts to the City of Saskatoon (City) from the Provincial Budget announced on March 22, 2017, both in the immediate 2017 civic budget and long term.

Report Highlights

1. The impact of the 2017 Provincial Budget to the City is approximately \$9 million in 2017.
2. This shortfall is caused the by the Province of Saskatchewan (Province) increasing the Provincial Sales Tax (PST) by 1% and applying the PST to more civic purchases, and further because the Province advised on Budget Day it was planning to cut Grants-in-Lieu of taxes (GILT).
3. The Administration followed a set of principles in developing options to address the impact.
4. There are recommended adjustments to expenditures, revenues, and property tax.
5. At this time, service level adjustments are not being recommended, but will be considered throughout the remainder of 2017 through a strategic and planned approach within program area reports to be brought forward to the appropriate Standing Policy Committee of City Council.

Strategic Goal

The information contained in this report aligns with all of the City's Strategic Goals as the Business Plan and Budget process impacts all seven goals.

Background

The Province, during its 2017-2018 Budget on March 22, 2017, announced three changes that have an impact on the City's budget:

1. GILT revenue cut - \$8.3 million in 2017 and \$11.4 million annually in future years;
2. Revenue Sharing - \$2.1 million decrease;
3. PST increase by 1% and applied to more items the City purchases:
 - a. Operating Budget - \$1 million in 2017 and approximately \$1.4 million in future years; and
 - b. Capital Budget - \$6 million to \$7 million annually.

A Special City Council meeting was held Sunday, March 26, 2017, to address the financial impact from the Provincial Budget at which time City Council resolved:

1. That the Administration look into the long-term service agreements and options in regards to lease payments from the Province for the P3 school sites, including but not limited to charging market rent for the school sites. That the Administration report on how much the Province be charged for emergency services, and any other services the City provides on its properties;
2. That the Administration explore a market rent for Right-of-Way (ROW) access by Crown Corporations;
3. That the Administration report on options for internal savings and revenues (not just property taxes);
4. That the Administration implement a temporary hiring and discretionary spending freeze until Council can make a decision how to handle this, subject to the discretion of the City Manager;
5. That City Council request a public joint meeting with Saskatoon Caucus MLAs from both parties to give them an information session on the impact of the 2017 Provincial Budget on the City of Saskatoon;
6. That the Administration provide a historic view on the funding relationship with the Province to be included in the Administration's report on provincial transfers scheduled for April; and
7. That the Administration pursue appropriate legal measures, in coordination with the Saskatchewan Urban Municipalities Association (SUMA) and others affected in the municipal sector, including injunctive relief regarding the matter of redirecting Grants-in-Lieu (GIL) to the province's general revenue fund.

This report is focused on addressing the options for City Council and the Governance and Priorities Committee to consider, to resolve the shortfall in the 2017 civic operating budget.

Report

Impact of the Provincial Government Budget on the City of Saskatoon

The impact of the provincial government's 2017-2018 Budget on the 2017 and future civic budgets are both immediate and long term. The following provides more detail on the impact on the City's budget:

1. GILT revenue cut - \$8.3 million in 2017 and \$11.4 million in future years. Instead of paying property tax, the Province has had a long-standing agreement to pay a percentage of revenue from SaskPower and SaskEnergy back to the City as compensation for services it provides. Rather than those funds being forwarded to the City, the Province is now keeping that money, leaving a permanent shortfall in the City's budget.
2. Revenue Sharing - \$330,000 additional funding than was budgeted.
3. PST increase by 1% and applied to more items the City purchases:
 - a. Operating Budget - \$1 million in 2017 and approximately \$1.4 million in future years
 - b. Capital Budget - \$6 million to \$7 million annually

The PST rate changed from 5% to 6% effective March 23, 2017, as well as the application of PST to more items that the City purchases, such as labour costs for construction projects.

A full year's impact resulting from these changes on the civic operating budget is estimated to be between \$1.3 million and \$1.5 million per year, as well as about \$350,000 to \$450,000 to the utilities operating budget. Due to the PST changes taking effect mostly after the first quarter of the year, the 2017 estimated impact is \$1 million which is 75% of these estimates.

In terms of capital expenditures, the changes to PST are expected to add between \$6 million and \$7 million per year. Since most of the capital budget is still not expended in 2017, the current year's impact is estimated at \$6 million.

Options to Address 2017 Provincial Budget Impact

The following summarizes these impacts for both the civic operating and capital budgets:

Provincial Budget Impact Summary	Annual Impact	PT%	2017 Impact	PT%	2018 Impact	PT%
Grant-in-lieu Impact	11,443,100	5.63%	8,321,875	4.09%	3,121,225	1.46%
Revenue Sharing	2,103,300	1.03%	(330,000)	-0.16%		
PST Rate Impact (Rate & Exemption) Civic Operating	1,400,000	0.69%	1,050,000	0.52%	350,000	0.16%
Total Provincial Budget Civic Impact	14,946,400	7.35%	9,041,875	4.45%	3,471,225	1.62%
2017 Approved Civic Budget				3.89%		
Total Approved Budget Plus Prov Budget Impact				8.34%		
Other Non-Mill Rate Impacts:						
PST Rate Impact (Rate & Exemption) Utility Operating	400,000		300,000			
PST Rate Impact (Rate & Exemption) Capital Budget	6,500,000		6,000,000			
TOTAL IMPACT (Operating, Capital, Utilities)	21,846,400		15,341,875		3,471,225	

The total full year budget impact of the provincial budget to the City's operating, utility, and capital budgets totals just over \$21.8 million, and nearly a \$15 million annual operating impact. The more immediate issue is the 2017 impact to the civic operating budget of \$9.042 million, which is equivalent to a 4.45% tax increase.

One other potential impact that is not identified in the chart above is the potential of an additional reduction to Revenue Sharing in 2018, creating an even more unfavourable scenario heading into the 2018 budget preparation.

Principles Followed in Preparation of Options

The assumption the Administration made in researching options was that the provincial budget changes are permanent reductions and, as such, focused on permanent solutions to address this base operating budget shortfall.

The Administration followed a set of principles in arriving at the options presented for the Governance and Priorities Committee's and City Council's consideration. These include:

- keeping any property tax increases to a minimum;
- looking at how the City spends and the cash collected in fines and fees;
- looking at options that can be implemented quickly (i.e. in the 2017 budget) and then provide additional options that would involve more discussions over the longer term (2018 and beyond);
- looking at ways to back-fill the gap in the City's budget caused by the provincial funding cuts, without dipping into reserves; and
- looking to maintain all current civic services with no cuts to programs or civic jobs.

Options to Address 2017 Provincial Budget Impact

Reducing Expenditures, Increasing Revenues and Increasing Property Tax

The following summarizes the 2017 recommendations that the Administration is putting forward for City Council's consideration. There are other options for City Council to consider in each of the categories and the Administration is fully prepared to examine other options that Committee might suggest.

Expenditure Reductions: 2.27% or \$4.62M

Recommendations:	2017 Impact
Remove allowance included in 2017 budget for staff salary inflationary increases (no general economic wage increase for staff in 2017)	\$3.50M
Defer Snow & Ice Levy phase-in contribution for one year (2017 only)	\$1.12M
Other Options:	
Reduce fuel expenditures by \$500,000 and energy management by \$250,000 (adds risk to budget performance in 2017)	
Across the board cuts to all departments' expense budgets	
Deferring contributions to reserves/defer capital projects	

Revenue Increases: 0.49% or \$1.0M

Recommendation:	2017 Impact
Increase Return on Investment from Water/Wastewater utilities (advancement of phase-in of ROI)	\$1.0M
Other Option:	
Increase parking ticket violations (from \$20 to \$30) - half year impact assuming July 1 implementation for \$0.75M	

Property Tax Increase: 1.69% or \$3.42M

As a final option to balance the remainder of the budget, the following would be required to fill the gap based on the previously presented options:

Recommendation:	2017 Impact
Increase Property Taxes 1.69%	\$3.42M

Capital Budget Impact

The PST rate increase and lifting of exemptions is estimated to add between \$6 million and \$7 million to the City's capital costs for 2017. The proposed solutions include the review and adjustment to the scope of projects, the possible deferral of projects, and/or adjustment of project costs, which will mean an increased withdrawal on reserves. Impacts that cannot be dealt with administratively will be brought to the appropriate Standing Policy Committee with recommendations on how to deal with specific project impacts of PST.

Service Level Reviews and Longer Term Options

While finding solutions to quickly fill the gap for the 2017 civic budget is the Administration's priority, longer term options to return to sustainable operating and capital budgets need to be explored. Since time and thoughtful consideration of these options are required, these could not be realistically considered by the end of April when the Administration will be recommending City Council set the mill rate for 2017.

The Administration has not undertaken any formal service level review or analysis at this point. A service level review would likely require significant effort. City Council may recall that in 2011, it undertook a formal service level review resulting in about \$1.7 million in savings or additional revenue opportunities. The Administration has proposed another option as discussed during the multi-year budgeting presentation to the Governance and Priorities Committee in March 2017. This approach is based on a series of service level reports to be presented to the various Standing Policy Committees throughout 2017, providing the ability for Committees and City Council to make any necessary strategic longer term adjustments. Any adjustments to service levels as a result of this review could potentially have an impact to the 2018 budget.

In addition, potentially modifying the business or operating models for certain programs, based on a user fee principle, should be considered in preparation of the 2018 Business Plan and Budget, including the business model for waste services. Waste management is currently undergoing a review and a Waste Diversion Plan is being developed. The option of moving garbage collection from a mill rate program into the Waste Services utility should be investigated for potential implementation in 2018. This idea has been raised by Councillors at various Committee meetings in the past, and the Administration has conducted research on the idea. This can be a best-practice approach to achieving improved waste management and diversion.

Finally, the City, in collaboration with SUMA and the Saskatchewan City Mayors' Caucus, needs to engage with the Province in a discussion on the overall fiscal relationship – particularly as it pertains to government transfers and other opportunities for cities on the revenue side. An example of an outcome from such a discussion is for a different approach for the Crowns to compensate the City for the services they receive within this municipality, such as an assessment based approach or a fee to access and utilize the City's rights-of-way (ROWs).

This may also be an opportune time to lobby the Province for increased taxing powers and other revenue generating options, in light of the current reductions in revenue to municipalities in its 2017-2018 Budget.

School Site Service Agreements

City Council at its meeting on March 26, 2017, asked that the Administration look into the long-term service agreements and options in regard to lease payments from the Province for the P3 school sites, including but not limited to charging market rent for the school sites. As well, City Council asked the Administration to report on how much the Province could be charged for emergency services and any other services the City provides on its properties.

The City entered into a Contribution Agreement with the Province in March of 2015 for the acquisition, servicing, licensing, leasing, and use of City lands for four school sites in Saskatoon under the P3 initiative. Under the agreement, the City is to acquire and license the four sites to the Province while the schools are constructed and servicing is completed. The next step is for the City to enter into long-term lease agreements with the School Boards for each site. Though the form of the lease agreements have been substantially agreed to under the Contribution Agreement, the leases have yet to be concluded. The rent is listed as one dollar under the substantially agreed upon lease terms.

As the lease agreements are not “technically” finalized, the City could choose to charge market rent for the school sites. The four school sites (in Hampton Village, Stonebridge, Rosewood and Evergreen) average about 7.3 acres in size and have an average market value of about \$5.8 million each.

As an estimate, the typical lease rate is 7% of market value of the land or just over \$400,000 per year for each site, for a total rental value of about \$1.6 million annually for all sites combined.

This approach would likely be disputed by the Province, and would, therefore, not provide financial relief to the City in the near future.

Charging Crown Corporations Rent

City Council asked that the Administration explore a market rent for ROW access by Crown Corporations. The Administration has begun researching this possibility and will be the subject of a future report.

Saskatoon Public Library Grant

The Saskatoon Public Library receives an annual grant from the Province. The provincial budget has eliminated this grant for 2017-2018, which will negatively affect the Library budget by about \$651,200. The Library Board is currently assessing its options on how best to address this funding shortfall.

Other Indirect Impacts

There were other impacts that could affect the City and its citizens in some form.

On a province-wide basis, the Education Property Tax will increase by about 9.8% or \$67 million. While mill rates for all classes will be lowered, the Province is using the revised values from the 2017 Reassessment to generate these additional revenues. For Saskatoon, applying the new mill rates to the revised assessment values, it is estimated that this will result in a 7% Education Property Tax increase for residents.

The Meewasin Valley Authority (Meewasin) grant from the Province has also been reduced by \$409,000, leaving Meewasin with \$500,000 in provincial funding. The Province has also indicated it is changing legislation that eliminates the statutory Meewasin 30% funding requirement by the University of Saskatchewan (UofS). It is not

Options to Address 2017 Provincial Budget Impact

clear at this point on what impact to the Meewasin this UofS change will have on its current funding level.

Options to the Recommendation

Options to the recommendation are included within the report.

Communication Plan

A news release on the 2017 Budget Impact report will be prepared and shared with social and news media sources. A list of Frequently Asked Questions is available on the City's website (saskatoon.ca).

A summary communication and news release will be shared with social and news media sources following the Governance and Priorities Committee on April 10, 2017, and any future meetings where City Council or any Standing Policy Committee deliberates and/or makes decisions that affect the citizens of Saskatoon.

Regular updates to the budget impact will similarly be shared on the City's website, as well as with social and news media sources.

Financial Implications

Financial implications are included within the report.

Other Considerations/Implications

There are no policy, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

There is urgency in having an approved 2017 budget in place in order for City Council to approve the mill rate bylaws in time for tax billing in early May. Therefore, it is recommended that the final decisions on the 2017 civic budget be made within the next ten days to allow time for the mill rate bylaws to be passed at the April 24, 2017, City Council meeting.

City Council could delay tax billing but, as reported at the Special City Council meeting on March 26, 2017, this has a financial impact of about \$450,000 per month and is not recommended by the Administration.

Public Notice

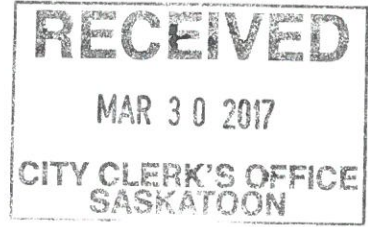
Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

Report Approval

Written by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Approved by: Murray Totland, City Manager

From: City Council
Sent: March 29, 2017 2:48 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Wednesday, March 29, 2017 - 14:48
Submitted by anonymous user: 184.151.222.80
Submitted values are:

Date: Wednesday, March 29, 2017
To: His Worship the Mayor and Members of City Council
First Name: frank
Last Name: regier
Address: 1415 ave f north
City: saskatoon
Province: Saskatchewan
Postal Code: s7l 1x6
Email: frangreyhound@gmail.com
Comments: I would like to speak to city council regarding the property tax impact due to the provincial budget.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/162331>

From: City Council
Sent: March 25, 2017 8:33 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Saturday, March 25, 2017 - 20:33
Submitted by anonymous user: 204.83.92.174
Submitted values are:

Date: Saturday, March 25, 2017
To: His Worship the Mayor and Members of City Council
First Name: Paul
Last Name: Ruck
Address: 3131 Mountbatten Street
City: Saskatoon
Province: Saskatchewan
Postal Code: S7M 3T3
Email: paulruck@sasktel.net
Comments:

I am writing to you regarding the difficult situation Saskatoon is suddenly in with a \$11 million shortfall resulting from the termination of Crown Corporation grants in lieu of taxes in the recent Provincial Government budget.

Three days ago I heard Councillor Hill express the City's predicament in all or nothing terms: either taxes are increased or expenses are cut to cover the shortfall. My preference would be a third option, a combination of the two extremes (eg. some road repairs are delayed).

If, in all likelihood there is an increase in taxes to make up some (and hopefully not all) of the deficit, I request that it be in the form of a special levy. This levy must be very visible to us, the ratepayers, and not co-mingled with the regular taxes we pay to keep this city functioning. This levy would also terminate immediately, if and when the Provincial Government restores the grants. And if by chance the Provincial Government magnamously repays the amounts it will be in "arrears", then those sums will be reimbursed to the property owners of Saskatoon.

In the interim, I also expect that Council will explore legal remedies. For example, is it possible to attach liens to the Crown Corporations' assets; or withhold City services (road maintenance, garbage pickup, snow removal, water and electrical service, etc.)? There cannot be any free rides. The Crown Corporations earn income from their operations, so they do have the ability to pay.

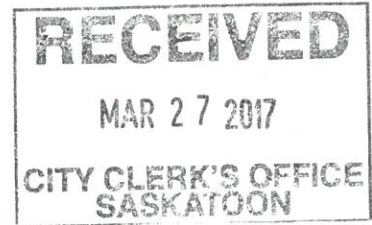
Individual property owners would be in serious legal difficulties if we decided to withhold our taxes. Government owned operations are not above the law and must not be treated as such.

Sincerely,

Paul Ruck

The results of this submission may be viewed at:

From: audrey hinz <anhinz@hotmail.com>
Sent: March 27, 2017 7:46 AM
To: Web E-mail - City Clerks
Subject: Taxes



Submitted on Monday, March 27, 2017 - 07:45
Submitted by anonymous user: 207.47.251.125
Submitted values are:

First Name: audrey
Last Name: hinz
Email: anhinz@hotmail.com
Confirm Email: anhinz@hotmail.com
Neighbourhood where you live: Briarwood
Phone Number: (306) 931-2597

==Your Message==

Service category: City Council, Boards & Committees

Subject: Taxes

Message: I would have to ask why city council needs a special meeting to deal with a financial shortfall to be told the obvious solution is to raise taxes. Really, well taxpayers are getting weary of tax increases, and the city manager needs to understand basic financial advice short of income, spend less! There are cuts like studys on a whitewater park at the weir, new downtown arena, excessive funding for the Remei Gallery.... much better option than spending money on lawyers to sue the government.

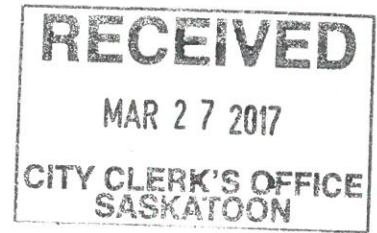
Attachment:

Would you like to receive a short survey to provide your feedback on our customer service? The information you share will be used to improve the service we provide to you and all of our customers.:
No

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/405/submission/161609>

1700-3

From: Web E-mail - Mayor's Office
Sent: March 27, 2017 10:30 AM
To: Web E-mail - City Clerks
Subject: FW: Form submission from: Contact the Mayor



-----Original Message-----

From: Don Scott [mailto:wabc@shaw.ca]
Sent: Sunday, March 26, 2017 9:37 AM
To: Web E-mail - Mayor's Office <Mayors.Office@Saskatoon.ca>
Subject: Form submission from: Contact the Mayor

Submitted on Sunday, March 26, 2017 - 09:36
Submitted by user: Anonymous

Submitted values are:

First Name: Don
Last Name: Scott
Organization:
Street Address: 1222 Alberta Avenue
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 4E5
Phone: (306) 665-1771
Fax Number:
Email: wabc@shaw.ca
Confirm Email: wabc@shaw.ca
Comments:
Mayor & City Council members,

So you have an emergency meeting today to discuss how to handle the Saskatoon's financial affairs in the aftermath of the provincial government's cuts to Saskatchewan cities.

The easy thing to do would be to "pass the buck" by blaming the provincial government, and then "solve" the problem by adding to the property taxes of Saskatoon citizens, forcing an astronomical increase of almost 6 percent ! If that is the outcome of your emergency meeting, then we elected the wrong people.

It is time for the Mayor and council members to stand up for the citizens of Saskatoon and come to their rescue for a change. Rather than bleeding people into poverty with more taxes, taxes, taxes as has been the case over the last dozen years, it's time to make drastic cuts everywhere and anywhere.

In a time of financial hardship, the provincial government showed courage and leadership making extreme and painful cuts by eliminating STS bus service, cuts to libraries, schools, and yes, to cities across the province. Now it's time the mayor and council to show the same courage and start cutting. If there's going to be bleeding, let the reason be the cutting of expenses

The cutting needs to start within city hall. Instead of giving unquestioned obedience and acceptance to the financial proposals of City Manager Phil Richards and chief financial officer Kerry Tarasoff, it's time to say "no" and insist on zero increases for all departments, and a mandatory hiring freeze for at least 5 years. The "writing was on the wall" for financial difficulty in 2017 and yet council did the unthinkable and added 57 new employees to city hall. Adding further to the outrage of council's actions was silliness like approving \$20,000 to name a new bridge, costs for bike lanes, ongoing staff salaries for an art gallery that hasn't existed for three years, plus more proposed studies about anything and everything.

It doesn't take rocket science to understand that every million dollars taken out of taxpayers pockets is a million dollars that won't get spent on local businesses. Remind yourselves that a spending economy is a healthy economy. The money that city council takes out of people's wallets results will suffocate the economy of this city. And on a more basic level, every family wants to put food in the fridge, gas in the car, and shoes on their kids.

In this period of financial hardship, it is not the time for any more projects, studies, or expenditures of any kind (Calgary set property taxes for zero this year). It is the time to cut, reduce, eliminate and downsize in every service and department until the goal of absolutely no increase beyond the initial property tax of 3.89% set for 2017, and a promise of zero increases for upcoming years. Doing otherwise would confirm that we elected the wrong people.

Attachment:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/395/submission/161441>

1700-3

From: City Council
Sent: March 27, 2017 9:11 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



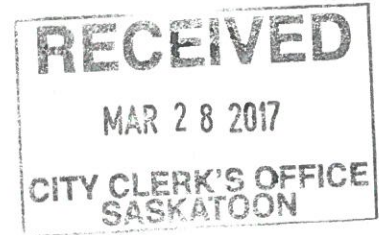
Submitted on Monday, March 27, 2017 - 21:11
Submitted by anonymous user: 216.174.147.214
Submitted values are:

Date: Monday, March 27, 2017
To: His Worship the Mayor and Members of City Council
First Name: Darcy
Last Name: Wiebe
Address: 730 Hodgson dr.
City: Swift Current
Province: Saskatchewan
Postal Code: S9H 0S3
Email: wiebedarcy@live.ca

Comments: Saskatchewan is going through an extended period of economic hardship thanks only to low commodity prices, because of this all of Saskatchewan is going to be forced to help get us through. I've personally had a hard last 15 months. The city of Saskatoon thinking they are somehow better than the rest of us and should be immune to the government cuts enrages me. As someone who has always enjoyed my saskatoon day and weekend gettaways those fun times are now suspended until your city does what everyone else has to do. My part is small but I know I'm not the only one feeling this way. Thanks for your time.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/161836>

From: jeff ewen <marewe@sasktel.net>
Sent: March 28, 2017 1:18 PM
To: Web E-mail - City Clerks
Subject: Provincial budget



Submitted on Tuesday, March 28, 2017 - 13:17
Submitted by anonymous user: 64.110.198.161
Submitted values are:

First Name: jeff
Last Name: ewen
Email: marewe@sasktel.net
Confirm Email: marewe@sasktel.net
Neighbourhood where you live: College Park East
Phone Number: (306) 249-1921

==Your Message==

Service category: City Council, Boards & Committees

Subject: Provincial budget

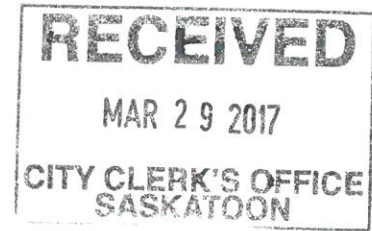
Message: I believe the city should act to withdraw services (water, sewer, fire, policing, garbage pickup, snow removal, etc for any provincially owned properties or entities that refuse to pay municipal taxes of monies in lieu thereof. Furthermore any properties/land leased to the provincial government should be leased at fair market value. Also as health , education ,social services are provincial responsibilities so no municipal money should be spent to help support these entities until the current situation is rectified. This should begin with the withdrawal of municipal funding for the construction of a new arena on campus.

Attachment:

Would you like to receive a short survey to provide your feedback on our customer service? The information you share will be used to improve the service we provide to you and all of our customers.:
No

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/405/submission/161989>

From: City Council
Sent: March 29, 2017 1:27 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Wednesday, March 29, 2017 - 13:27
Submitted by anonymous user: 192.148.112.122
Submitted values are:

Date: Wednesday, March 29, 2017
To: His Worship the Mayor and Members of City Council
First Name: Michael
Last Name: LaFreniere
Address: 149 Mount Allison Crescent
City: Saskatoon
Province: Saskatchewan
Postal Code: S7H4A4
Email: mic@sasktel.net

Comments:

I am wondering about the Mayor's response to the Provincial budget and the Premier's response to Charlie Clarks comments. Is it true that Saskatoon has put away \$141MM in reserve funds? Is it true we put another \$5M this year?
How is it that we cannot spend some of that to cover the short fall this year instead of playing politics?
Maybe you need to cut back on a few of the 50 new staff you plan on hiring this year?
I don't think there is any room for partisan politics in our city government. Please stop it and act more responsibly.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/162306>

From: City Council
Sent: Thursday, March 30, 2017 3:00 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Thursday, March 30, 2017 - 15:00
Submitted by anonymous user: 71.17.37.7
Submitted values are:

Date: Thursday, March 30, 2017
To: His Worship the Mayor and Members of City Council
First Name: roy
Last Name: kreutzweiser
Address: 242 sylvian way
City: saskatoon
Province: Saskatchewan
Postal Code: s7h 5g2
Email: rjkreutzweiser@yahoo.ca

Comments: My understanding is that the city has a \$141 million surplus fund to be used in emergencies. What bigger emergency can there be for the city than having the provincial government off-loading over \$11 million dollars on to the city and expecting the citizens of Saskatoon to pick this up. Please do not have an additional tax increase this year, but rather use monies from the surplus fund to cover the short fall from the provincial government.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/162459>

From: City Council
Sent: April 04, 2017 1:05 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Tuesday, April 4, 2017 - 13:04
Submitted by anonymous user: 142.3.56.23
Submitted values are:

Date: Tuesday, April 04, 2017
To: His Worship the Mayor and Members of City Council
First Name: Dylan
Last Name: Morin
Address: ddjm2167@gmail.com
City: Regina sk
Province: Saskatchewan
Postal Code: S4N3Z8
Email: ddjm2167@gmail.com
Comments:
Hi there,

If you are receiving this email, it is because your organization has, or ought to have, an interest in preserving the future of the Saskatchewan Transportation Company, otherwise known as STC. I am interested in meeting with representatives from your organization to consider alternative methods of funding the Saskatchewan Transportation Company. A friend had brought up a unique proposal recently in casual conversation, and the more I think about it, the more I am surprised that I haven't seen it, or a form thereof, being publicly discussed to date.

I want to begin by saying that I know that no Saskatchewan municipality wants the provincial government further downloading costs onto them. I get that. I understand that, and I couldn't agree more. However, in this instance, if it's a question of having an essential service like STC or not having it (by letting it get dissolved), would it not be better to find alternate ways to enable STC to thrive for generations to come?

With that said, has it ever been considered that all Saskatchewan Municipalities work to fund the STC program through their own current revenue models, effectively considering it as a rural public transportation system, similar to how Cities have their own City Public Transit system. I'm not going to get into details on how this could work at this time, as I feel it would be more appropriate to entrust those at your organization, through discussions with individual municipalities, to figure out the finer details of funding models, governance structure and the like. Ideally, this kind of a model would

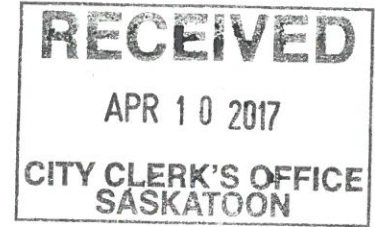
actually expand the reach of STC to many municipalities that currently are not being served. This would include any municipality, urban or rural, that wants to have province-wide bus service accessible to its residents. Given that perspective, it actually makes sense that municipalities would fund the service, as Regina taxpayers fund Regina Transit, and Saskatoon taxpayers fund Saskatoon Transit.

I want to thank you in advance for your consideration on this matter, and I look forward to a response as soon as possible as to whether your group would be interested in pursuing such an option. I can envision this as a truly viable alternative to the irresponsible decision by the Wall Government to axe STC without any public consultation.

Dylan Morin
Regina Sk

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/162695>

From: City Council
Sent: April 08, 2017 3:03 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Saturday, April 8, 2017 - 15:02
Submitted by anonymous user: 207.47.227.181
Submitted values are:

Date: Saturday, April 08, 2017
To: His Worship the Mayor and Members of City Council
First Name: SHANE
Last Name: PRPICH
Address: #1535 - 425 115TH STREET EAST
City: SASKATOON
Province: Saskatchewan
Postal Code: S7N 2E5
Email: prpich@hotmail.com
Comments:

I'm writing in regards to the GOVERNANCE AND PRIORITIES COMMITTEE Meeting
10 Apr 2017 - 1:00PM

Dear Mayor and Council,

As a Citizen of Saskatoon I'm confused!

You can donate \$4 Million to a University Rink, You can continue to lower some of the lowest Business taxes in Canada, You can build bridges left right and centre, You can pay millions of dollars annually to Consultants, You can offer Business Companies Tax Abatements on new developments, You can sock away \$5 million more into a Hundred plus million dollar reserve account, but you can't offer your own employees an inflationary raise? I'm getting the feeling that the least valuable assets of the City of Saskatoon are it's own Employees and Citizens.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/162978>

Provincial Downloading and Transfer Payments to the City of Saskatoon and Community Organizations

Recommendation:

That the information be received.

Topic and Purpose

The purpose of this report is twofold:

- (1) to provide an overview of quantifiable projects, programs, and services that have been downloaded by the Government of Saskatchewan to either the City of Saskatoon or external organizations in the city; and
- (2) to quantify provincial transfer payments to the City of Saskatoon from 2006 to 2015.

Report Highlights

1. Downloading is defined as the range of ways that the provincial government passes administrative costs, capital costs, service provision, and other expenses and responsibilities to municipal orders of government without adequate funding or revenue streams to pay for the associated costs.
2. Direct provincial downloading has a significant financial impact on the City of Saskatoon (the City).
3. Indirect provincial downloading has a moderate financial impact on the City.
4. External downloading, provincial funding reductions, and cuts have a major impact on community organizations in Saskatoon, and can have a moderate to major impact on the City.
5. In general, total provincial transfers to the City grew substantially from 2006 to 2011, but have declined since that time. This is largely because of declining capital transfers.

Strategic Goal

This report is related to the Strategic Goal of Asset and Financial Sustainability in that the financial and physical resources under the City's care are used to address the needs of citizens today and tomorrow, focusing on the long-term goal to manage the City in a smart, sustainable way.

Background

During the City of Saskatoon's 2016 Business Plan and Budget deliberations, City Council requested that the Administration "provide a further report to the appropriate committee outlining the financial contributions made by the City of Saskatoon in light of provincial funding cuts to various organizations".

In addition, at the Special Meeting of City Council held on March 26, 2017, City Council resolved in part:

“that the Committee recommend to City Council that the Administration provide a historic view on the funding relationship with the Province to be included in the Administration’s report on provincial transfers scheduled for April”.

This report provides a broader picture to illustrate the different ways that provincial downloading or offloading can have financial implications for the City.

Report

This report provides an overview of quantifiable projects, programs, and services that have been downloaded by the Government of Saskatchewan (the Province) to either the City or external organizations in the city. It also quantifies provincial transfer payments to the City from 2006 to 2015.

However, before the report addresses these issues, it is important to first define what downloading is so that there is a basic understanding of what is meant by the concept.

What is Downloading?

For the purposes of this report, downloading (or offloading) is broadly defined as “the range of ways that the provincial government passes administrative costs, capital costs, service provision, and other expenses and responsibilities to municipal orders of government without adequate funding or revenue streams to pay for the associated costs”. Downloading can occur in several ways, but in general, the most common ways are:

- direct offloading of provincial programs and/or responsibilities without adequate funding or revenue tools;
- enforcement of provincial legislation/regulations;
- lack of investment to repair, maintain, and replace provincial infrastructure in the municipality;
- cancellation of programs and services that are needed/expected by the public;
- reduction, freeze, or cancellation of funding for programs provided by the municipality or community organizations; and
- failure to adequately fund programs/services or address issues/problems that are under provincial jurisdiction.

There are three ways in which the City may potentially be impacted by provincial downloading: (a) directly, (b) indirectly, and (c) externally. The distinctions between these three types of downloading are illustrated in Attachment 1.

In total, as Table 1 indicates, the quantifiable provincial downloading to the City and the external organizations to which it supports, is approximately \$59 million. This excludes those programs, services, or projects to which a reasonable dollar value cannot be applied. For example, services like affordable housing are excluded from this exercise.

Table 1: Total Direct, Indirect, and External Downloading

Type of Downloading	Amount
Direct Downloading	\$12,342,500
Indirect Downloading	\$45,000,000
External Downloading	\$1,559,000
Total Downloading	\$58,901,500

Direct Downloading

The City, in partnership with the Province, will deliver a program or service whereby there is a joint interest in achieving a specific outcome. For example, this could be for the delivery of public health and safety programs, or the provision of educational or social type services, such as libraries. In these instances, the Province will provide the City with funding to deliver the program or service.

However, because of budget pressures or political decisions, the Province may decide to reduce or cancel the funding for such programs and services. Under such circumstances, the City is left with two choices: (1) continue to provide the service or program by assuming its full costs or (2) no longer provide the service. This is direct downloading.

For the City of Saskatoon, direct downloading from the Province has been minimal up until the 2017/18 provincial budget. The elimination of the Grants-In-Lieu payment and the Library grant in the 2017/18 provincial budget has had a more significant financial impact. Table 2 lists those programs, services, or projects that have been directly downloaded to the City.

Table 2: Direct Downloading

Program/Service/Project	Amount
West Nile Virus, Mosquito Control	\$270,000
Dutch Elm Disease Protection	\$22,500
Public Library Grant	\$650,000
SaskPower/SaskEnergy Grants-in-Lieu of Taxes	\$11,400,000
Total Direct Downloading	\$12,342,500

Indirect Downloading

In some cases, the Province will partially fund the total cost of a service or infrastructure that is primarily within provincial jurisdiction, but is located within the boundary of a municipality. In order to ensure the program or service is delivered or the infrastructure project is built, the City will have to fund the remaining balance of the program, service, or project. Examples of indirect downloading can include schools, health care centres, and highways or highway overpasses.

For the City, indirect downloading has had substantial financial implications. Although the number of instances in Saskatoon are minimal, the price tag is estimated to be over \$40 million. These are listed in Table 3.

Table 3: Indirect Downloading

Program/Service/Project	Amount
Joint-Use P3 School Sites	\$20,000,000
Urban Highway Connector Program (Capital)	\$25,000,000
Total Indirect Downloading	\$45,000,000

External Downloading

Community organizations in Saskatoon deliver programs and services that achieve specific economic, social, and environmental outcomes that benefit both the community and the Province. Some examples include Tourism Saskatoon, the Saskatoon Regional Economic Development Association (SREDA), and the Meewasin Valley Authority (MVA).

In many cases, the Province and the City will provide funding to these organizations to assist them in delivering their programs and services, and achieve the stated objectives. However, due to budgetary challenges and/or political decisions, the Province may decide to cancel, reduce, or freeze its funding to these organizations. When this occurs, such organizations may turn to the City to help address any funding gaps that may emerge.

Table 4 quantifies the financial impact of downloading to external organizations to which the City has a direct financial relationship.

Table 4: External Downloading

Program/Service/Project	Amount
Saskatoon Regional Economic Development Authority	\$300,000
Tourism Saskatoon	\$150,000
Meewasin Valley Authority	\$409,000
Lighthouse Stabilization Unit	\$700,000
Total External Downloading	\$1,559,000

Now that provincial downloading has been quantified to a fair and reasonable extent, this report shifts to analyze the provincial transfer payments to the City from 2006-2015. To quantify the data, the report utilizes the City's audited financial statements to determine the actual amount of transfer payments that the City receives each year. As such, transfer payments for 2016 and beyond are not included in the analysis.

Provincial Transfer Payments to the City of Saskatoon

In any given year, the City receives various transfer payments from the Province. These transfer payments are either (a) unconditional or (b) conditional.

An unconditional transfer payment means that the City can allocate the funding to any program, service, or project. The best example of this type of transfer payment is Municipal Revenue Sharing (MRS); whereby, the Province transfers the equivalent of

Provincial Downloading and Transfer Payments to the City of Saskatoon and Community Organizations

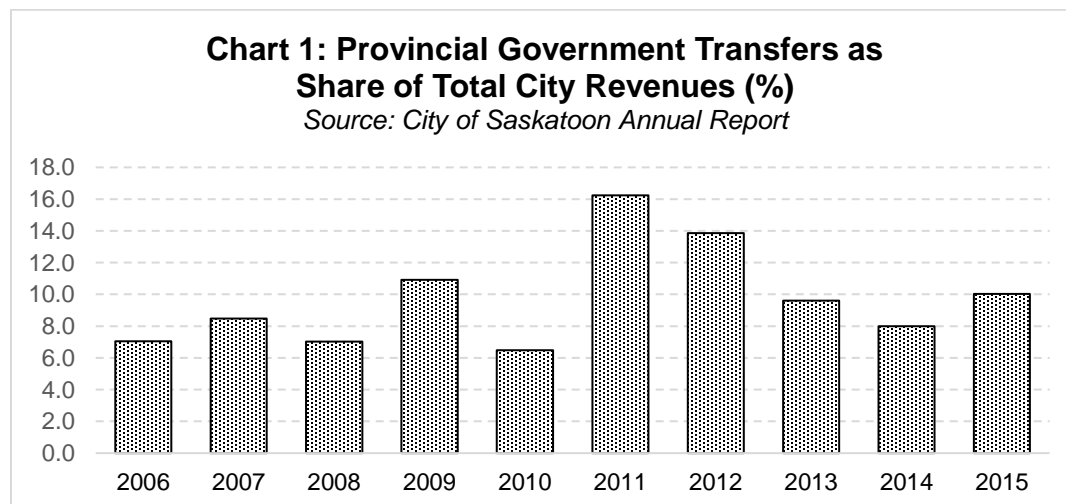
one percent of the Provincial Sales Tax (PST) to municipalities. Although the MRS is unconditional, the City uses it to pay for operating programs and services. The majority of provincial transfer payments to the City come from the MRS program.

A conditional transfer payment, in contrast, means that the City must allocate the funding to a specific program, service, or project. These can be for either operating programs and services, or for capital projects. Other than the MRS, all other provincial transfers to the City are conditional. Moreover, the bulk of provincial transfer payments to the City are to support operating programs and services.

The Province provides various operating transfer payments to the City for policing, social programming, and transportation services. In 2015, for example, the City received about \$7.7 million in conditional operating transfer payments for policing. In fact, provincial operating transfers have averaged about 12.3% of the City's operating revenues from 2006 - 2015.

While extremely important to the City, provincial transfer payments for capital projects are a less significant portion of the City's capital budget on an annual basis. Because capital projects can take years to build, capital funding is spread out over the life of a project. The Province does not have a specific capital transfer payment program. As such, provincial transfer payments for capital projects have averaged about 6.3% of all Capital Budget revenues for the City from 2006 - 2015.

Charts 1 - 4 illustrate the financial relationship that provincial transfer payments have on the City's overall, consolidated financial statements, and individually, on its operating and capital financial statements. As charts 1-3 illustrate, provincial transfers as a share of City revenues and on a per capita basis, have been declining since 2011. However, this saw a slight increase in 2015 due to higher capital transfers.



Provincial Downloading and Transfer Payments to the City of Saskatoon and Community Organizations

Chart 2: Provincial Transfers Share of City Operating and Capital Revenues (%)

Source: City of Saskatoon Annual Report



Chart 3: Total Provincial Transfers Per Person

Sources: City of Saskatoon Annual Report; Statistics Canada CSD Estimates

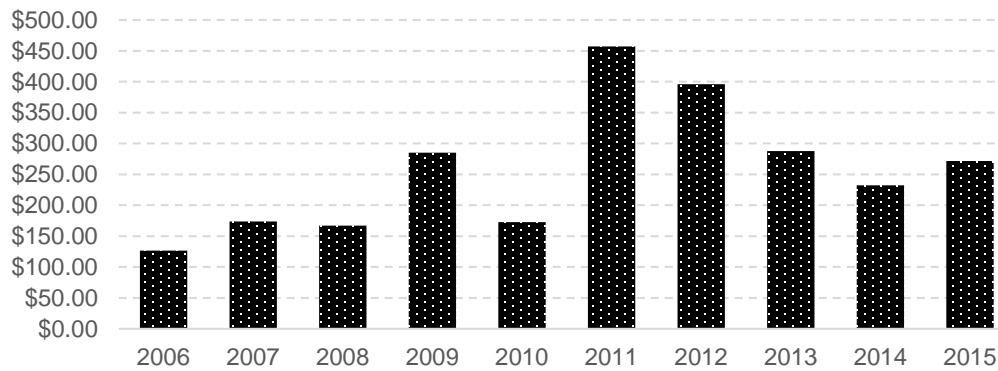
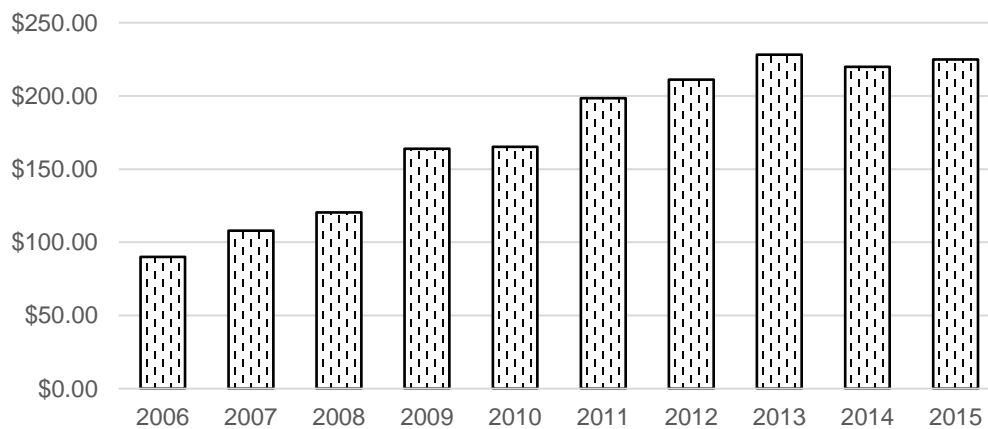


Chart 4: Provincial Operating Transfers Per Person

Sources: City of Saskatoon Annual Report; Statistics Canada CSD Estimates



Public and/or Stakeholder Involvement

Not applicable for this report.

Communication Plan

Not applicable for this report.

Financial Implications

Financial implications are included in the body of the report.

Other Considerations/Implications

There are no policy, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

Not applicable.

Public Notice

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

Attachment

Conceptualizing Provincial Downloading to Cities (April 7, 2017).

Report Approval

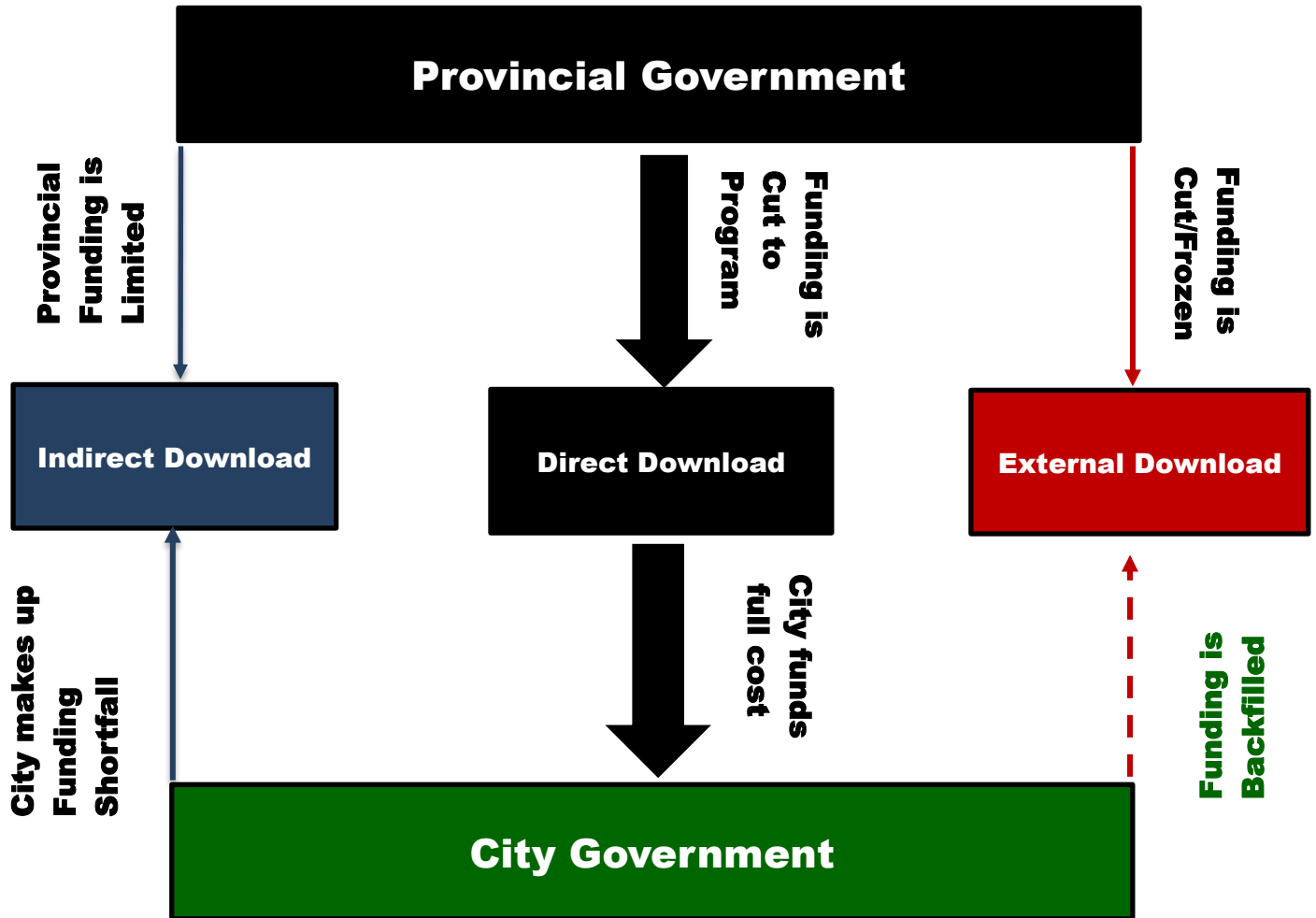
Written by: Mike Jordan, Director of Government Relations

Reviewed by: Kerry Tarasoff, CFO/General Manager of Asset & Financial Management
Clae Hack, Director of Finance

Approved by: Murray Totland, City Manager

Report_Provincial_Downlaoding_and_transfers – April 20, 2017.docx

ATTACHMENT 1
Conceptualizing Provincial Downloading to Cities
(April 7, 2017)



Inquiry – Councillor R. Donauer (July 21, 2016) Whistle Blower Policy

Recommendation

That the Governance and Priorities Committee recommend to City Council that the City Solicitor be directed to draft a Whistleblower Policy.

Topic and Purpose

The purpose of this report is to provide preliminary information to Committee respecting the possible development of a Whistleblower Policy for City of Saskatoon employees.

Report Highlights

1. Currently, there is limited whistleblower protection for municipal employees.
2. The Province has identified options for offering whistleblower protection in Saskatchewan for municipal employees.
3. Other Canadian jurisdictions have developed whistleblower bylaws and policies to offer protection to municipal employees.
4. The City of Saskatoon can have a Whistleblower Policy that offers protection similar to other jurisdictions.

Strategic Goals

This report supports the strategic goals of Continuous Improvement and Quality of Life as it promotes transparency of municipal government and supports City Council in providing good governance to the citizens of Saskatoon.

Background

At the meeting of City Council held on July 21, 2016, Councillor R. Donauer made the following inquiry:

Would City Solicitor's Office please report on the possible development of a whistle blower policy for City of Saskatoon employees. The policy would encourage employees to come forward with information in their possession concerning any activity or behaviour that they deem is inappropriate. The policy would also provide adequate safeguards to ensure that no employee experiences any form of retaliation when bringing information forward in good faith. Please address oversight and transparency of the process. Could City Solicitor's Office please check

legislation and policies in other jurisdictions to ensure that our policy, when implemented, is considered a best practice in the country.

Report

Whistleblower Protection in Saskatchewan

Currently, in Saskatchewan, there is very limited whistleblower protection available to municipal employees. Unlike civil service employees, municipal employees are not afforded protection under *The Public Interest Disclosure Act*, which provides a mechanism for the disclosure of wrongdoing in the public service. On the contrary, apart from the very limited protection afforded to municipal employees in the *Criminal Code* and *The Saskatchewan Employment Act*, Saskatchewan municipalities are left to adopt their own policies or bylaws to encourage and regulate the disclosure of wrongdoing in the workplace.

Section 425.1 of the *Criminal Code* was added in 2004. It makes it an offence for an employer, or anyone acting on behalf of an employer, to threaten or retaliate against an employee who is about to provide information or who has already provided information concerning illegal conduct of his or her employer. To invoke the benefit of protection afforded by the *Criminal Code*, disclosure of the wrongdoing must be made to law enforcement officials.

The Saskatchewan Employment Act, section 2-42 [previously section 74 of *The Labour Standards Act*] prohibits employers from taking discriminatory action against an employee:

- (a) who reports or proposes to report activity likely to result in an offence to a lawful authority. “Lawful authority” means police or other law enforcement agency and any person directly or indirectly responsible for supervising an employee; or
- (b) who has testified or may be called to testify in an investigation.

There has been minimal judicial consideration of either section 425.1 of the *Criminal Code* or section 2-42, which was introduced in 2013.

Provincial Involvement

During consultations on *The Municipal Conflict of Interest Amendment Act, 2015* (Bill 186), the provincial government was asked to consider providing whistleblower protection to municipal employees. Initial consultations occurred with representatives from the Saskatchewan Association of Rural Municipalities, the Rural Municipal Administrators’ Association of Saskatchewan and the Urban Municipal Administrators Association of Saskatchewan, and a Consultation Paper was developed. In September, 2016, the City of Saskatoon and the City of Regina were invited to participate in further consultations. To that end, a representative from the City Solicitor’s Office participated

in a conference call wherein various options were discussed, along with the differing challenges faced by urban versus rural municipalities in this area. Neither a consensus nor decision was achieved during the conference call. However, a representative of this Office will continue to participate in any ongoing discussions.

Bylaws and Policies Across Canada

Other jurisdictions across Canada have recognized a need to provide whistleblower protection to municipal employees. Such protection is in the form of bylaws or policies. Similar to Saskatchewan, the respective provincial public interest disclosure legislation of the various provinces does not extend protection to municipal employees. Apart from New Brunswick, it does not appear that other jurisdictions even have the protection afforded by section 2-42 of *The Saskatchewan Employment Act*. In this respect, Saskatchewan municipalities are afforded some better protection than other jurisdictions outside Saskatchewan.

Attachment 1 provides a comparison of the municipal whistleblower protection found in six jurisdictions across Canada.

It appears from a review of these Bylaws and Policies that these jurisdictions have relied on their general bylaw making and corporate powers in establishing whistleblower protection and reporting schemes. Absent explicit legislative authority, the City would have to rely on these similar general powers for establishing similar protections and reporting schemes.

The City of Saskatoon

The City of Saskatoon has many employee related policies, addressing a variety of employee behaviours, such as the use of alcohol and drugs and acceptable computer use. Implementation of a Whistleblower Policy, as opposed to a bylaw would be consistent with the City's existing approach to the management of employee behaviour.

Key to any Whistleblower Policy will be workable definitions of wrongdoing or misconduct worthy of investigation and retaliation or reprisal. Within this, consideration as to the scope of the Policy and the type of conduct to be addressed by the Policy will be key. In addition, frameworks within which the reporting of inappropriate conduct and within which investigations and disciplinary action shall occur require further examination. Who will be responsible to investigate complaints and administer such a policy in Saskatoon? What types of complaints shall be considered under a Whistleblower Policy as opposed to existing avenues of review? The answers vary depending on jurisdiction. Our Office will, if directed by City Council, further consider the most appropriate approach for the City.

Options to the Recommendation

Rather than direct the drafting and implementation of a Whistleblower Policy, Committee could choose to continue to operate under existing mechanisms with protections afforded under the *Criminal Code* and *The Saskatchewan Employment Act*.

In either event, our Office will continue to participate in any further discussions initiated by the Province in respect of municipal employee whistleblower protection.

Communication Plan

In the event a Whistleblower Policy is introduced, the best approach to rolling out the Policy internally will be discussed with Human Resources. Communications will be consulted about what public message, if any, in respect of the City's commitment to transparency and good governance may be shared.

Policy Implications

Directions to proceed will result in the development of a new City of Saskatoon Policy.

Financial Implications

It is unknown, what if any financial implications might arise. This is likely to depend on the mechanisms for administration and investigation of complaints identified in the Policy.

Privacy Implications

Statements as to the protection of privacy and access to information will need to be considered and included in the Policy.

Public Notice

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

Attachment

1. Municipal Whistleblower Protection – Canadian Jurisdictions.

Report Approval

Written by: Christine G. Bogad, Solicitor, Director of Administrative Law
Approved by: Patricia Warwick, City Solicitor

City	Bylaw or Policy	Jurisdiction	Wrongdoing Definition	Reporting Wrongdoing	Consequences of Wrongdoing/ Retaliation	Anonymous Complaints/ Confidentiality	Retaliation/ Reprisal
City of Vancouver	<p>Policy No. AE-028-02 [2008]</p> <p>Whistleblowing-Reporting, Investigation and Protection</p> <p>Policy intended to supplement existing procedures, not override existing procedures under City policies, collective agreements or legislation</p>	<p>No specific reference</p> <p>Purpose to set our guidelines for reporting and investigation of serious misconduct where no existing procedures</p>	<p>“Serious misconduct” defined by a list of examples</p> <p>Not exhaustive, but includes:</p> <ul style="list-style-type: none"> -serious violations of City policies -manipulation of City resources, (ie) fraud, theft, embezzling funds -misappropriation of funds -manipulating City accounts or audit records -actions causing serious harm to persons, public safety, property or the environment -actions exposing City to liability or financial loss -failure to report or rectify actions that may negatively impact City reputation or confidence in City -deliberately concealing information respecting the above <p>All reporting to be done in good faith to invoke protection of policy</p>	<p>Serious misconduct must be reported in writing</p> <p>General Manager, Human Resources is the “designate” under the Policy responsible for administration of the Policy</p> <p>Reports under the Policy may be redirected to other procedures, at the discretion of the designate, (ie) collective agreement, human rights or occupational health and safety, the appropriate policy agency</p> <p>Rules of procedural fairness apply to the process</p> <p>Investigation may be conducted by designate, assigned to management, an investigation team or a third party</p>	<p>May include discipline up to and including dismissal</p> <p>Disciplinary action may be grieved under the applicable collective agreement</p>	<p>Complaints may be reported on an anonymous basis, at the discretion of the designate</p> <p>All reasonable efforts will be made to maintain confidentiality – information to be shared on a “need to know” basis</p> <p>Personal information to be protected under privacy legislation</p> <p>Breaches of confidentiality constitute serious misconduct under the Policy</p>	<p>Retaliation strictly prohibited, and means discrimination, reprisal against an employee for good faith reporting of serious misconduct or because that person has acted as a witness or participated in an investigation in good faith</p> <p>Retaliation reported to designate, in writing</p> <p>All reporting subject to protection from retaliation whether the complaint is redirected or not</p>

City	Bylaw or Policy	Jurisdiction	Wrongdoing Definition	Reporting Wrongdoing	Consequences of Wrongdoing/ Retaliation	Anonymous Complaints/ Confidentiality	Retaliation/ Reprisal
City of Toronto	<p>The Toronto Public Service Bylaw (in force December 31, 2015)</p> <p>Chapter 192, Public Service, Toronto Municipal Code</p> <p>Policy intended to address matters of public interest for which are no existing procedures</p> <p>Not override existing procedures under collective agreements or City policies, (ie) health and safety, human rights and anti-harassment</p>	<p>No specific reference</p> <p>Purpose to facilitate disclosure of wrongdoing contrary to public interest and protect from reprisal, employees who report in good faith</p>	<p>“Wrongdoing” means serious actions that are contrary to the public interest and includes:</p> <ul style="list-style-type: none"> -fraud -theft of City assets -waste, (ie) mismanagement of City resources or assets in contravention of City policy or Council direction -violations of City conflict of interest provisions -breach of public trust <p>All reporting to be done in good faith to invoke protection of policy</p>	<p>Method to disclose wrongdoing not specified</p> <p>Reports of wrongdoing may be made to managers, division heads or the Auditor General’s Office</p> <p>The Auditor General is responsible for general administration of the Policy</p> <p>The Auditor General’s Office responsibilities include:</p> <ul style="list-style-type: none"> -investigating or referring responsibility for investigations to the City Manager or designate -referring allegations that do not constitute wrongdoing to appropriate City officials or Accountability Officer for appropriate action <p>Rules of procedural fairness apply to the process</p>	<p>May include discipline up to and including dismissal as determined by the City Manager, in consultation with the City Solicitor and the Executive Director of Human Resources</p> <p>Disciplinary action may be grieved under the applicable collective agreement</p>	<p>Complaints may be reported on an anonymous basis, however, reprisal protection not guaranteed where cannot confirm identity</p> <p>All reasonable efforts will be made to maintain confidentiality – information to be shared on a “need to know” basis</p> <p>Breaches of confidentiality subject to legal action or disciplinary action up to and including dismissal</p> <p>Free unrestricted access to City records, employees and premises within scope of investigation</p>	<p>“Reprisal” means any measure taken or threatened as a direct result of disclosing or being suspected of disclosing an allegation of wrongdoing, initiating or cooperating in an investigation into alleged wrongdoing, and includes:</p> <ul style="list-style-type: none"> -disciplinary or other punitive measures that adversely affect working conditions -demotion, suspension or termination of the employee -intimidation or harassment of the employee <p>Reprisal reported to Executive Director of HR, City Manager or Auditor General and investigated by Auditor General</p>

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City of Calgary	<p>Policy No. CC026</p> <p>Whistleblower Policy</p> <p>Effective Date: May 28, 2007</p>	<p>No specific reference</p> <p>Intent of Policy to provide overarching guidance to augment existing corporate policies and establish additional mechanisms to ensure consistent, systemic and corporate wide processes in place</p>	<p>“Wrongdoing” means harmful or inappropriate conduct, and includes:</p> <ul style="list-style-type: none"> -theft or fraudulent activity (misappropriation or misuse of funds) -breach of the code of conduct -malfeasance as defined in the Labour Relations Policy <p>“Waste” refers to misuse, and/or inefficient use of City of Calgary resources</p> <p>“Matters of Public Concern” means danger to public health or safety and abuse of authority</p> <p>All reporting to be done in good faith to invoke protection of policy</p> <p>The Whistleblower Program is not designed to address activism or challenges to the appropriateness of Council policy decisions</p>	<p>Allegations of waste or potential wrongdoing to be reported as per the City of Calgary’s Administration Policy</p> <p>Where an employee fears reprisals or the nature of the allegation precludes reporting within the administration, concerns can be reported to the City Auditor under this Policy</p> <p>The Auditor’s Office is responsible for general administration of the Policy</p> <p>Method to disclose wrongdoing not specified</p> <p>Reports under the Policy may be redirected where not within mandate of Whistleblower Program, (ie) appropriate police agency or Integrity Commissioner</p> <p>Rules of procedural fairness apply</p>	<p>May include discipline up to and including dismissal</p> <p>Disciplinary action to be taken by management in conformance with the City of Calgary Labour Relations Policy and applicable provisions of any collective agreement</p> <p>City will make all reasonable effort, including court ordered restitution to pursue the recovery of losses</p>	<p>Complaints may be reported on an anonymous basis, however, reprisal protection not guaranteed where cannot confirm identity</p> <p>Reporting channels include an anonymous hotline</p> <p>Reports of retaliation to be made to Auditor’s Office</p> <p>All reasonable efforts will be made to maintain confidentiality – information to be shared on a “need to know” basis</p> <p>All whistleblower investigations subject to privacy legislation</p>	<p>“Reporter” protection provided where has knowledge of activity considered as waste or wrongdoing and reports activity in good faith</p> <p>Reasonable efforts made to maintain confidentiality of the reporter</p> <p>“Retaliation” or “reprisal” not specifically defined</p>

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City of St. John's	Whistleblower Protection Bylaw Bylaw No. 1552 Passed February 27, 2012	General reference to the powers vested in the City under the <i>City of St. John's Act</i> , RSNL 1990, c. C-17 Purpose of the Bylaw to: -facilitate disclosure and investigation of significant and serious matters in relation to City employees that is potentially unlawful, dangerous to public or injurious to public interest -protect persons who make disclosures	"Wrongdoing" means: -act or omission constituting an offence under legislation, including a municipal bylaw -act or omission that creates substantial and specific danger to life, health or safety of persons, or to environment -gross mismanagement of public funds or assets -knowingly directing or counselling a violation as described above All reporting to be done in good faith to invoke protection of Bylaw	Disclosure must be made in writing to the City Manager who is also responsible for investigations Obligation to report does not relieve of obligation to disclose under any other Act or regulation Rules of procedural fairness and natural justice are specifically ensured Investigator may not investigate or cease an investigation where: -subject matter more appropriately dealt with through other avenue -disclosure is frivolous or vexatious -has been delay in disclosure -disclosure relates to balanced and informed decision making process on public policy or operational issue -inadequate particulars provided	Any person who contravenes the Bylaw is guilty of an offence and liable on summary conviction to a fine as provided for in the <i>City of St. John's Act</i> In addition to the Bylaw penalty, persons in contravention of the Bylaw are also subject to disciplinary action, up to and including termination of employment	Whether complaints may be made anonymously not specified, but name of person making disclosure not required as part of reporting Bylaw does not authorize disclosure of: - information protected by privacy legislation -information subject to restriction by or under other legislation, provincial or federal -information protected by solicitor-client privilege Persons reporting disclosure are required to take reasonable precautions to ensure only information required is disclosed	"Reprisal" not specifically defined, but protection afforded where in good faith: -sought advice about making disclosure -made a disclosure -cooperated in investigation under Bylaw

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City of Edmonton	Administrative Directive – Fraud & Whistleblower Protection Approved: January 19, 2017	No specific reference Purpose of the Directive to provide procedures for the prevention, detection, reporting and investigation of suspected fraud, and for reporting and resolving complaints of retaliation Separate reporting Procedures for Fraud and Whistleblower Protection accompany the Directive	“Fraud” means an act committed by an individual who, by deceit, falsehood, or other fraudulent means, defrauds or attempts to defraud the City of any property, money or valuable security or any service, involving, but not limited to the use of a dishonest act or omission in an attempt to gain some improper personal benefit or advantage, but can also include the abuse of authority, assigned or entrusted upon an individual by the City, to achieve an improper end “Fraud” includes: -theft -bribery, corruption, embezzlement -forgery or alteration -misappropriation -improper handling or reporting of money transactions -violation of public trust or duty -misuse of position for personal gain	All suspected incidents of fraud to be reported orally or in writing (may be anonymous) to: -supervisor -Deputy City Manager -City Manager -City Auditor -Director, Corporate Security -Manager, HR -City’s fraud and misconduct hotline City Auditor responsible for investigation and administration of Directive All reporting to be done in good faith to invoke protection of Bylaw Reports of conduct that do not constitute fraud but indicates inappropriate behaviour to be forwarded to the City Manager for appropriate action Fraud or other criminal activity to be reported to police agency	May include discipline up to and including termination City will make all reasonable effort, including court ordered restitution to pursue the recovery of losses	Complaints to be made in writing within six months Retaliation complaints to City Manager who will assign an Independent Reviewer to investigate Independent Reviewer (IR) means a Deputy City Manager assigned to review a retaliation complaint, who is not involved in any aspect of the complaint Appeals may be made to the City Manager within 30 days Details and results of investigations to be kept confidential – information to be shared on a “need to know” basis	“Retaliation” means an oral or written reprimand, suspension, termination, loss of advancement opportunities, change in duties, reduction in pay, change in reporting structure, change in work location, harassment, threats, coercion, interference or intimidation directed at an employee who in good faith makes a report, or participates in an investigation, proceeding, or hearing with respect to a suspected fraud, violation of any City Policy, directive, procedure or any other rule or expectation respecting the conduct of employees

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City of Hamilton	<p>Whistleblower Bylaw</p> <p>Bylaw No. 09-227 (in force May 11, 2010)</p> <p>Purpose of Bylaw to maintain and enhance public confidence in City and employees by providing for: -disclosure of serious wrongdoing re City operations by employees -protect employees from reprisals for making disclosures respecting conduct of supervisory and management employees and members of Council</p>	<p>Recitals identify sections 8, 9, and 10 of <i>The Municipal Act</i>, S.O. 2001, c. 25 which describe the City’s general authority to pass bylaws, including bylaws respecting the accountability and transparency of the City and its operations, the financial management and public assets of the City, the economic, social and environmental well-being of the City and the protection of persons and property</p>	<p>“Serious wrongdoing” means: -contravention of <i>Criminal Code</i> or other legislation, including a bylaw -misappropriation or misuse of City funds or assets -contravention of Employee Code of Conduct that likely to result in profit, payment or compensation -substantial and specific danger or harm to life, health or safety of person -substantial and specific danger or harm to the environment -a reprisal</p>	<p>Method to disclose wrongdoing not specified</p> <p>Reports of wrongdoing may be made to supervisor/manager, department head or the Director of Audit Services</p> <p>Complainants must identify themselves</p> <p>Director of Audit Services responsible for investigation (or delegation of investigation) and administration of Bylaw</p> <p>All reporting to be done in good faith to invoke protection of Bylaw</p> <p>“Good faith” means an act which is not done trivially, frivolously or vexatiously</p> <p>Disclosures of serious wrongdoing may be redirected to other processes in the discretion of the Director of Audit Services</p>	<p>Bylaw does not impair rights of employee under any law, term or condition of employment or applicable collective agreement</p> <p>Employee protection under Bylaw in addition to any whistleblower or non-reprisal protection of federal or provincial statute</p> <p>May include discipline up to and including dismissal</p> <p>Failure of member of Council to comply with Bylaw may result in complaint, inquiry and penalty under Integrity Commissioner Bylaw</p>	<p>Complainants must identify themselves</p> <p>Bylaw does not permit disregard for legislative obligations respecting the access to or privacy of information</p>	<p>“Reprisal” means the following taken against an employee for making a qualifying disclosure: -dismissal, suspension, demotion, discipline, harassment of an employee -denial of a benefit to employee -any disadvantage to employee -threat to take any of above noted action</p> <p>Employees reporting reprisals to make a disclosure of serious wrongdoing</p>