



**PUBLIC AGENDA  
GOVERNANCE AND PRIORITIES  
COMMITTEE**

**Monday, November 21, 2016, 1:00 p.m.  
Council Chamber, City Hall**

**Pages**

**1. CALL TO ORDER**

**2. CONFIRMATION OF AGENDA**

**Recommendation**

That the agenda be confirmed as presented.

**3. DECLARATION OF CONFLICT OF INTEREST**

**4. ADOPTION OF MINUTES**

**Recommendation**

That the minutes of the following meetings of the Governance and Priorities Committee be adopted:

- Regular Meeting held on September 12, 2016; and
- Special Meetings held on September 17, September 19, and November 7, 2016.

**5. UNFINISHED BUSINESS**

**6. COMMUNICATIONS (requiring the direction of the Committee)**

**6.1 Delegated Authority Matters**

**6.2 Matters Requiring Direction**

**6.2.1 Board of Management Appointment - Downtown Business Improvement District (File No. CK. 175-48)**

**6 - 6**

Attached is a letter dated October 18, 2016 from Mr. Brent Penner, Executive Director, Downtown Saskatoon.

**Recommendation**

That a report be forwarded to City Council recommending confirmation of the appointment of Mr. John Williams to the Board of Management of the Downtown Business Improvement District.

**6.3 Requests to Speak (new matters)**

**7. REPORTS FROM ADMINISTRATION**

**7.1 Delegated Authority Matters**

- 7.1.1 Financing Growth - Hemson Study Update (File No. CK. 4110-2) 7 - 18**

**Recommendation**

That the information be received.

- 7.1.2 City Council Strategic Planning (File No. CK. 116-1) 19 - 29**

**Recommendation**

That the 2017 City Council Strategic Planning process be developed as outlined in the report of the General Manager, Corporate Performance Department dated November 21, 2016.

- 7.1.3 Update on ATU Job Action (File No. CK. 4720-2) 30 - 33**

**Recommendation**

That the information be received.

**7.2 Matters Requiring Direction**

**8. LEGISLATIVE REPORTS**

**8.1 Delegated Authority Matters**

- 8.1.1 Council Communications and Constituency Relations Allowance - Update (January 1 - August 31, 2016) (File No. CK. 1970-1) 34 - 48**

**Recommendation**

That the information be received.

## **8.2 Matters Requiring Direction**

- 8.2.1 2017 Appointments to the Governance and Priorities Committee and Standing Policy Committees (File No. CK. 225-1) 49 - 50**

### **Recommendation**

That the Governance and Priorities Committee recommend to the organizational meeting of City Council on November 28, 2016 its 2017 appointments to each of the Standing Policy Committees and the appointment of all members of City Council to the Governance and Priorities Committee.

- 8.2.2 2017 Appointments of Deputy Mayor (File No. CK. 255-3) 51 - 53**

### **Recommendation**

That a report be submitted to City Council's organizational meeting, as part of the November 28, 2016 Regular Business Meeting, recommending approval of the 2017 appointments of Deputy Mayor, as described in the report of the City Clerk dated November 21, 2016 and its attachment.

- 8.2.3 2017 City Council and Committee Meeting Schedule (File No. CK. 255-1) 54 - 57**

### **Recommendation**

That the proposed 2017 Council and Committee Meeting Schedule, as presented in Attachment 1 of the report of the City Clerk dated November 21, 2016, be forwarded to City Council for approval.

## **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 the following items:

#### 13.1 Code of Conduct - Complaint

*[In Camera - Personal Information / Investigatoin / Solicitor-Client Privilege (Sections 14, 16(1)(b), 21 and 28 - LAFOIPP)]*

#### 13.2 Code of Conduct - Complaint

*[In Camera - Personal Information / Investigatoin / Solicitor-Client Privilege (Sections 14, 16(1)(b), 21 and 28 - LAFOIPP)]*

#### 13.3 Code of Conduct - Complaint

*[In Camera - Personal Information / Investigatoin / Solicitor-Client Privilege (Sections 14, 16(1)(b), 21 and 28 - LAFOIPP)]*

#### 13.4 Annual Appointments to Boards and Committees (Agency and Public Appointments)

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

#### 13.5 Verbal Updates

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

##### 13.5.2 Administration

##### 13.5.2.1 City Manager

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

##### 13.5.2.2 Labour/Personnel Matter

*[In Camera - Labour/Personnel Matters (Section 16(1)(c) and (d)- LAFOIPP)]*

##### 13.5.2.3 Labour/Personnel Matter

*[In Camera - Labour/Personnel Matters (Section 16(1)(c) and (d)- LAFOIPP)]*

## 14. ADJOURNMENT



October 18, 2016

Office of the City Clerk  
City of Saskatoon  
222 Third Avenue North  
Saskatoon, SK S7K 0J5

Attention: City Clerk

**Re: Board of Management Appointment  
Mr. John Williams – North Prairie Developments Ltd.**

Please be advised that the Downtown Saskatoon Board of Management has made a motion to approve the appointment of Mr. John Williams to the Board at their meeting of October 18, 2016.

Mr. Williams meets the criteria for membership on the Board of Management and we ask City Council to confirm his appointment.

Sincerely,

A handwritten signature in black ink, appearing to be 'B Penner'.

Brent Penner  
Executive Director

cc: Mr. Chris Beavis - Chair

---

---

## Financing Growth – Hemson Study Update

### Recommendation

That the information be received.

### Topic and Purpose

The purpose of this report is to provide an update on the Administration's work to address the four key issues raised in the Hemson Report on Financing Growth.

### Report Highlights

1. The Hemson Report on Financing Growth identified key issues categorized under four major topics:
  - appropriate scope and levels of development levies;
  - encouragement of infill and redevelopment;
  - exploration of alternate financing tools and increase non-tax revenues; and
  - growth of non-residential property assessment.
2. An update on each of these topics is provided.
3. The Administration has been reviewing these issues and plans to address these through future reports and discussion papers as part of the Growth Plan to Half a Million.

### Strategic Goal

This report supports the Strategic Goal of Sustainable Growth by understanding the components of growth, their economic impact on the city, and its relationship to different growth models.

### Background

At its meeting on April 20, 2015, the former Executive Committee received and discussed a report presented by Hemson Consulting Ltd. on Financing Growth. This study was initiated by City Council primarily to provide information to help the City of Saskatoon (City) understand the current and future costs of infrastructure and civic services required to support future population growth, determine the financial impact of growth, and provide a general commentary on the costs and benefits associated with different types of development.

The study concluded that growth will not fully pay for growth as long as there are services excluded from development levies to pay for initial growth related capital investments. Using property taxes, utility returns on investment, grants and land development surpluses help fill the gap as well as contribute to projects that benefit the entire community. These funding sources need to be optimized to not only fund these capital projects but also to fund ongoing operating expenditures.

While the report concluded that growth partly pays for growth, there were a number of recommendations in the report which the Committee requested further follow up from the Administration.

At its meeting on March 14, 2016, the Governance and Priorities Committee received an update report from the Administration on the issues raised in the Hemson Study. The Administration committed to bring forward a series of discussion papers to address the issues.

At the same meeting, the Growth Plan to Half a Million (Growth Plan) was also tabled which provided a vision for City's growth and touched on many of the issues that the Hemson Study raised.

### **Report**

Based on the Hemson Report findings, the Administration started working to address these issues with the objective of identifying and implementing changes in the following four key areas:

- appropriate scope and levels of development levies;
- encouragement of infill and redevelopment;
- exploration of alternate financing tools to increase non-tax revenues; and
- growth of non-residential property assessment.

### Development Levies

The Hemson Study recommended reviewing development levies to ensure these are appropriate for financing the key infrastructure and services required to support population growth, either within the current legislative framework or through an expansion of the scope of the legislative framework.

Future growth, with or without the Growth Plan, comes with significant costs. However, with the Growth Plan, the costs related to strategic growth can be optimized. Even still, the costs over time will be significant; therefore, funding is of utmost importance. One of the key strategies as part of the Growth Plan is to develop and implement funding strategies of which one is the use of development levies.

The Hemson Study identified that growth will not fully pay for growth provided there are costs excluded from development levies and given that the City alone typically front ends major infrastructure costs (e.g. major trunk systems).

The Administration is preparing a discussion paper to summarize the City's current development levies and options for consideration. Some levies for consideration would require legislative changes, however, there are some opportunities that the existing legislation provides that are not currently within the City's development levy structure. These are major policy decisions that impact both the development industry as well as the financing capacity of the City to provide the necessary infrastructure for growth. It is expected that this paper will come in the second quarter of 2017. This discussion is timely as the provincial government will be consulting with stakeholders in 2017 for input into changes to *The Planning and Development Act*.

### Infill and Redevelopment

The Hemson Study also recommended that the City ensure infill and redevelopment are supported and promoted to make efficient and effective use of existing infrastructure.

The Growth Plan lays out a framework for rebalancing growth that includes new suburban growth, continued neighbourhood level infill, strategic infill, and a new opportunity for growth along major corridors throughout the city. This framework for accommodating growth through infill has been the subject of reports and discussions at previous Standing Policy Committee meetings, such as zoning bylaw amendments to allow garden and garage suites, and new development standards for primary dwellings in the established neighbourhoods.

During its August 16, 2016 meeting, the Standing Policy Committee on Transportation also discussed the need to review policies and developer funding requirements tied to lane paving resulting from new infill projects. As part of this discussion, the Administration committed to table an interim report in December 2016 to the Standing Policy Committee on Planning, Development and Community Services to consider and approve the scope of an analytical review of differences between infill and greenfield development. Included in this review will be the identification of the obstacles and cost differences that developers face with infill development. The costs to both developers and the City need to be understood in order to allocate these appropriately. This multi-departmental review is tightly linked to the concepts within Growth Plan since infill development is a key strategic priority. This review will at the same time start to address the issues raised by the Hemson Report.

### Alternate Financing Tools to Increase Non-Tax Revenue

The Hemson Report recommended that the City investigate alternate financing tools aimed at increasing non-tax revenue sources.

The Administration has begun the review of options and included increases to self-generated revenues through return on investment from the water and wastewater utility in the 2016 budget and preliminary 2017 budget. This strategy was presented to City Council during the 2016 budget reviews.

The internal auditor, PricewaterhouseCoopers, is also undertaking an advisory review of this subject and is planned to report to the Standing Policy Committee on Finance in early 2017 on the findings from this review.

A report discussing revenues was also tabled with the former Executive Committee at its meeting on August 19, 2015. As part of this report, a discussion paper was tabled on the principles, concepts and ideas on how the City pays for operating programs and services. This paper looked at how the City currently funds services through property taxes and/or user fees as follows:

- fully tax-supported (no user fees) – services provided for everyone, such as police and fire services, roads and local parks;

- partially tax-supported (reduced user fees) – services that benefit both individuals and society at large, such as recreation facilities and public transit;
- no tax support (full user fees) – services that primarily benefit the individual, including water, wastewater, and golf courses; and
- licences, permits and approvals (full user fees) – services that regulate the use of, or changes to, private property, such as building permits, development permits, business licences, and pet licences.

The paper concluded that the City should consider:

- developing a user fees and subsidies policy that clearly articulates how municipal services should be paid for;
- funding those services that provide collective benefits to the community through property taxes;
- funding those services that provide benefits to individuals or households through user fees;
- funding those services that provide both individual and collective benefits through a combination of taxes and user fees; and
- reducing its reliance on government transfers to help offset the full costs of providing a good service that elicits a benefit to individuals.

The Administration plans to bring forward a user fees and subsidies policy in 2017 for City Council's consideration.

In addition, a report will be presented to the Standing Policy Committee on Transportation in the first quarter of 2017 to address a question raised at the Growth Summit in March 2016. This report will address how the costs of delivering transit services compare to the cost of roads and the corresponding cost allocation to users of transit and tax payers.

### Increase Non-Residential Taxable Assessment

The Hemson Report identified that the City of Saskatoon ratio of residential to non-residential assessment is 71:29. Compared to the City of Calgary which is a 50:50 split, the increased value in commercial assessment provides more taxable revenues. As a result, the Hemson Report is recommending the investigation into ways of increasing non-residential taxable assessment.

Increasing commercial development is linked to the broader strategies associated with economic development and the attractiveness of the city of Saskatoon. Quality of life, productive infrastructure, tax competitiveness, availability and suitability of developable land and services are all factors that attract business to the city. City Council, through

the Strategic Plan and Business Plan, has set goals and have approved many projects and initiatives aimed at these improving these factors.

The Administration is also preparing a discussion paper regarding the property tax policy of shifting commercial to residential taxes which is currently set at a ratio of 1:75. The argument promoted by the business community is that by keeping the commercial to residential tax ratio low, this will attract business to the city. This review paper will attempt to address the effectiveness of this ratio and will be tabled in early 2017.

The Growth Plan also incorporates elements from the Employment Areas Study, which reviewed current and future employment needs to ensure that sufficient and suitable land is available to support a growing population. While keeping the downtown strong, which is supported by the City Centre Plan, a city-wide Land Use Plan for Employment Areas is part of the requirement to ensure strategic growth.

### **Communication Plan**

To ensure that residents and stakeholders are aware of the City moving toward implementing the findings of the Hemson Report, the resultant series of discussion papers and the implementation of the Growth Plan will be supported by communications which may include a news release, upload of easy-to-find overview information on the City's website ([saskatoon.ca](http://saskatoon.ca)) under the Financing Growth section of the *Growth Plan to Half a Million*, updating the Frequently Asked Questions about Growth in Saskatoon as required, and social media.

Communications to support and provide further information around the question “does growth pay for growth?” will include creating ongoing awareness through social media for the existing educational video series on the City's website:

- How Your City Budget Works
- How Municipal Tax Differs from Federal & Provincial Tax
- What Contributes to Property Tax Increases

### **Due Date for Follow-up and/or Project Completion**

It is the intent that the Administration transition from reporting based on the Hemson Report to bring the majority of the topic discussions from the study under the umbrella of the Growth Plan, due to the direct impact on growth. Some topics that are not directly attached to the Growth Plan (Attachment 1), such as alternate revenue sources and tax policy, will be discussed at the appropriate Standing Policy Committee through separate reports.

### **Public Notice**

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

### **Attachment**

1. Outline of Key Discussion Topics from Hemson Report

**Report Approval**

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

Reviewed by: Mike Jordan, Director of Government Relations  
Jeff Jorgenson, General Manager, Transportation & Utilities Department  
Lesley Anderson, Director of Planning, Community Services Department  
Randy Grauer, General Manager, Community Services Department  
Patricia Warwick, City Solicitor

Approved by: Murray Totland, City Manager

HemsonStudyUpdateNov2016.docx

## Outline of Key Discussion Topics from Hemson Report

### Development Levies

Development levies are collected for local and offsite services required to service new development. These fees are administered through annual Prepaid Service Rates (direct and offsite). The levy is currently charged on a lot-front meter basis for residential lots that have an area less than 1,000 square meters and commercial developments that are greater than 1,000 square meters. Industrial lots are also charged on front-meter basis. Developments outside of these parameters are charged on an area basis.

These levies are collected on a city-wide basis and are not differentiated on a geographical area. Levies are collected on infill development or redevelopments when a subdivision is required.

The Hemson Report identified that there are opportunities to increase the scope of the levies, review the scale of the levies on how they are applied, and that there needs to be clarity of the levies as to how they are calculated and allocated.

The Hemson Report noted that there are some development levies that the City is legislatively eligible to collect for but does not (increase scope of the levies). These are:

- water and wastewater treatment plants and expansions;
- bridge infrastructure (e.g., North Commuter Parkway); and
- major recreation facilities (e.g., aquatic centres and arenas).

Discussion Points	Responsibility	Timeline
Consideration of charging levies that are allowed under current legislation but not included as part of the City's development levies. For example, an amount for water and wastewater plant capacity, leisure centres and ice arenas (increase in the scope of the levies).	<ul style="list-style-type: none"> <li>• Various Departments</li> <li>• Growth Plan</li> </ul>	First half of 2017
Community Services consideration of funding leisure centres through the parks and recreation levy (increased scope of the levy).	<ul style="list-style-type: none"> <li>• Community Services</li> </ul>	First half of 2017
The unit structure of the development levy should consider using building area instead of frontage (scale of the levies).	<ul style="list-style-type: none"> <li>• Transportation &amp; Utilities</li> </ul>	2018
Need to provide the details of the calculation of the development levy (clarity of the levies).	<ul style="list-style-type: none"> <li>• Transportation &amp; Utilities</li> <li>• Asset &amp; Financial Management</li> </ul>	Early 2017

Discussion Points	Responsibility	Timeline
Consider advocating to the province for increased scope of development levies (scope of the levies).	<ul style="list-style-type: none"> <li>• Various Departments</li> <li>• Growth Plan</li> </ul>	Province has requested submissions for revisions to <i>The Planning and Development Act</i> in 2017

**Infill and Redevelopment**

The Hemson Report included a high-level analysis of costs associated with different types of growth. As Saskatoon grows, different types of development impact costs in different ways.

Minor Infill Projects: These are small developments within existing neighbourhoods taking the form of one, two, semi-detached and multi-unit developments. They typically use existing capacity in municipal services and infrastructure. These projects generally have minimal impact on the City’s operating and capital costs. Tax revenues on new infill construction tend to be as high as or higher than neighbouring houses.

- Major (Strategic) Infill Projects: Larger developments on vacant or redevelopment lands within existing areas can have positive impacts if they utilize unused capacity in existing services and infrastructure. For example, major infill projects can improve transit efficiency when built around existing routes. For example, the College Quarter is being designed to take full advantage of a potential BRT system on Preston Avenue and College Drive with transit-oriented development. Tax revenues on new infill construction tend to be as high as or higher than comparable existing houses.
- Greenfield Development: New subdivisions built on vacant land require new local infrastructure and also use capacity of city-wide infrastructure. Most of this new infrastructure is funded by development levies. Operating costs are in line with similar existing houses. There are few opportunities for cost savings in greenfield development, but tax revenues per household tend to be above average. Increased density has benefits, but are restricted to those services which are reliant on “linear infrastructure” (roads, water/sewer, etc.). Services which are “people driven” are largely unaffected by changes in density (recreation centres, daycares, libraries, etc.). Efficiencies gained by higher densities are relatively small in relation to the overall requirements for new people-driven services.
- Non-Residential Development: Over time, office, retail, industrial and institutional development tends to increase in line with residential growth. Non-residential development is distributed throughout the city. The infrastructure needs and cost of providing services to non-residential development is generally less than for residential development. It has been noted by Hemson that, since 2009, the proportion of taxable assessment coming from non-residential development has fallen from 30.2% to 29.0%. This means that the residential sector within Saskatoon has had to pick up a larger share of the overall taxable assessment.

<b>Discussion Points</b>	<b>Responsibility</b>	<b>Timeline</b>
Major infill projects where existing infrastructure capacity is insufficient, the cost of new infrastructure is very high.	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Growth Plan</li> </ul>	2017 – 2018
Only part of the non-residential development that results from population and employment growth is likely to be located in greenfield developments and the financial impacts do not capture the overall effect on the City’s finances.	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Growth Plan</li> </ul>	2017 – 2018
A redevelopment levy could be established based on the increased demand for new servicing caused by redevelopment, in particular, key corridors and strategic infill areas.	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Growth Plan</li> </ul>	2018
Consideration of tax incremental funding (TIF) for revitalization of brownfield sites.	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Growth Plan</li> </ul>	2017 – 2018
Value capture fees should be considered for properties that benefit from investments made to public infrastructure and changes in land use regulation.	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Growth Plan</li> </ul>	2017 – 2018

**Alternate Funding Tools and Self-Generated Revenue**

As identified in the Hemson Report, property taxes are becoming a larger share of the City’s total revenue base. Non-tax revenues are not keeping pace with rate of growth; therefore, a greater share of city expenditures have to be raised through property taxes.

<b>Discussion Points</b>	<b>Responsibility</b>	<b>Timeline</b>
<p>Funding Growth-Related Infrastructure:  The Hemson Report discusses some options to consider for funding growth-related infrastructure. These include:</p> <ul style="list-style-type: none"> <li>• continued use of property taxes</li> <li>• continued use of utility revenues (ROI)</li> <li>• installment based development levies</li> <li>• up-front development levies</li> <li>• density borrowing</li> <li>• value capture fees</li> <li>• tax incremental funding (TIFs)</li> <li>• land transfer taxes</li> <li>• greater use of Public-Private Partnerships (P3)</li> <li>• front-end financing agreements with developers</li> <li>• reviewing user pay opportunities rather than using general taxation to pay for services</li> <li>• advocating for broader taxing powers</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Audit on Alternate Revenues</li> <li>• Various Departments</li> <li>• Growth Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Early 2017</li> <li>• 2017 – 2018</li> </ul>

Discussion Points	Responsibility	Timeline
<p>Share of Existing Taxes: Existing taxes include income taxes, gaming taxes, resource revenue, fuel tax, and alcohol and tobacco tax. The City currently receives a share of provincial tax revenues through the Municipal Revenue Sharing Program.</p>	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Government Relations</li> </ul>	2017 – 2018
<p>Vehicle-Specific Selective Taxes (User Pay Tax): This can be ear-marked for transportation infrastructure/maintenance and can include:</p> <ul style="list-style-type: none"> <li>• local fuel tax</li> <li>• local car rental tax</li> <li>• local tax on parking (both private and public)</li> </ul>	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Government Relations</li> </ul>	2018
<p>Visitor-Specific Selective Sales Tax: The City plays a role as a hub for a larger metropolitan area and a regional centre for commerce and tourism. Funds can be targeted towards tourism-related capital and can have a sunset clause, if appropriate. They can also be used to offset the costs of policing or public safety. Examples include food and beverages taxes, and gambling tax.</p>	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Government Relations</li> <li>• Growth Plan</li> </ul>	2017 – 2018
<p>Special Purpose Local Option Sales Tax (Penny Tax): This is a broad-based general retail sales tax levied at the local level and dedicated for a specific purpose (e.g., proceeds go to fund/finance a recreation centre). This tax is adopted through plebiscite and “sunsets” once the required funding has been achieved.</p>	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Government Relations</li> <li>• Growth Plan</li> </ul>	2017 – 2018
<p>Special Assessments (Local Improvement): A special assessment is a specific charge added to the existing property tax to pay for improved capital facilities that border them.</p>	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Government Relations</li> <li>• Growth Plan</li> </ul>	2017 – 2018
<p>Self-Generated Revenue: The City is fortunate to have a land development business unit (Saskatoon Land) that provides dividends to fund a variety of initiatives such as the Pleasant Hill Neighbourhood Revitalization project, Mayfair Pool, affordable housing incentives, designated land purchases, and operating budget contributions. In total, about \$124 million in neighbourhood land development fund surpluses have been distributed to date.</p> <p>The Hemson Report notes that only a small share of the surpluses has been allocated to growth-related infrastructure. However, the distribution of future surpluses are planned to be based on a guideline of</p>	<ul style="list-style-type: none"> <li>• Various Departments</li> <li>• Growth Plan</li> </ul>	2017 – 2018

<p>10% to future land development acquisitions, 65% to growth-related infrastructure, and 25% for general capital expenditures.</p> <p>The City also has a number of utilities including Saskatoon Light &amp; Power (SL&amp;P) and Saskatoon Water. SL&amp;P contributes a Return on Investment (ROI) to the City's general fund and, for the first time, the 2016 budget included an ROI added from the Saskatoon Water utility. These utilities are a key source of self-generated revenues for the City.</p>		
--	--	--

**Property Taxes and Non-Residential Property Assessment**

Property taxes fill the gap for growth-related infrastructure that is not covered through development levies, grants, or land development surpluses. These projects include Fire Halls, Police Headquarters, Transit, Solid Waste, Public Works, Libraries, and General Administration. In addition, property taxes help fund the maintenance, rehabilitation and replacement of existing infrastructure for these services.

The cost of growth by providing new infrastructure and services to meet new growth in population cannot be covered strictly by incremental taxes from new assessment. For example, the cost of new city-wide infrastructure such as river crossings, fire halls, recreation centres, art galleries, libraries, convention centres and arenas, to mention a few, need to be planned for and funded on a city-wide basis. The cost of these amenities is over and above the development fees charged and collected from new land development, as many of these are not possible under the current provincial legislation. Long-term financial planning is required for these future costs through flexible but dedicated funding plans that leverage funds from other orders of government and external partners, but also require mill rate funds. These funding plans rely on operating budget contributions that place pressure on the property tax.

While Saskatoon has been growing, both in terms of housing and the economy in general, growth in the economy does not automatically translate into increased municipal revenues. Municipal taxes are based on assessed properties. An increase in the number of assessed properties results in increased tax revenues. However, increases in assessed values through the current four-year revaluation cycle do not translate into increased tax revenues, as City Council has a policy to maintain revenue neutrality caused by the revaluation. While nearly all Canadian municipalities maintain revenue neutrality, it is only those that have a shorter revaluation cycle that could stray from this policy, thereby minimizing large swings in assessed values.

Discussion Points	Responsibility	Timeline
<p>Non-residential property assessment, while growing, is not keeping pace with the increases in residential assessment, which means the mix of assessment is shifting from a higher revenue-generating assessment type (commercial and industrial) to a lower one (residential). This raises the question as to why more people are moving to and living in Saskatoon but yet the commercial growth in assessment is not keeping pace. Why are people moving to the city and what industries are employing these people?</p>	<ul style="list-style-type: none"> <li>• Various Departments</li> <li>• Growth Plan</li> </ul>	<p>2018</p>
<p>Contributing to the tax ratio of more commercial to residential taxes is the City's tax policy to shift commercial and industrial taxes so that the ratio of commercial municipal taxes to residential is 1.75. While this does not increase the overall tax revenue, it does place more of the tax burden on the residential property owners. Having said this, the question remains - does this shift contribute to a favourable business environment to attract businesses to the city, and therefore, an increase in the commercial assessment base? If the answer is yes, could this ratio be decreased further? If the answer is no, does it make sense to stop shifting taxes?</p>	<ul style="list-style-type: none"> <li>• Asset &amp; Financial Management</li> <li>• Government Relations</li> </ul>	<p>2017</p>

---

---

## City Council Strategic Planning

### Recommendation

That the 2017 City Council Strategic Planning process be developed as outlined in this report.

### Topic and Purpose

The purpose of this report is to provide an initial outline of the proposed approach to the upcoming Strategic Planning process for City Council to identify the priorities for the next four years.

### Report Highlights

1. A strategic planning session will be held for City Council to confirm the seven strategic goals of the Strategic Plan, the performance measures, and the four-year priorities over the course of the elected term to provide direction for business planning and budgeting.
2. Prior to the planning session, the Governance and Priorities Committee (GPC) could consider trends that are impacting civic governments through presentations from experts in the field, stakeholders, and the public.
3. A summary of the trends and related commentary would be considered as input into the priority setting process at the strategic planning session.
4. A report from the GPC would be tabled at the March 2017 meeting recommending approval of the four-year priorities.
5. The Administration will begin to prepare the four-year business plan needed to produce the priorities and outcomes City Council seeks.
6. An annual budget required to resource the 2018 priorities will be produced.

### Strategic Goal

This report supports all of the Strategic Goals as the process will inform the priorities that City Council will direct the Administration to achieve over the next four years.

### Background

In 2009, we began the process of developing a strategic plan for the City of Saskatoon (City) drawing on strategic intelligence gathering, scenario planning, a core business review, and a community visioning initiative called Saskatoon Speaks. The visioning process was completed in March 2011 and informed the Corporate Vision developed by City Council to describe Saskatoon 20 to 30 years from now.

Developed with input from the Community Vision, the City's 2013 – 2023 Strategic Plan outlines seven strategic goals. Each goal has 10-year strategies and four-year priorities. In early 2013, a planning session with the then newly elected (October 2012) Mayor and Councillors was undertaken to determine the priorities for that Council's term and to refresh the Strategic Plan. The Administration has been utilizing this plan to this point.

## Report

### Strategic Planning Session

In October 2016, a new City Council was elected giving the opportunity to review and confirm the goals of the Strategic Plan, the performance targets, and the priorities for this Council's term.

A Strategic Planning session for City Council has been scheduled for January 26, 2017, to review the Strategic Goals and the performance measures and targets, and set City Council's priorities for the next four years.

**Strategic Goals** – The seven Strategic Goals were developed as broad statements describing the vision of how Saskatoon will be in the future based on the input through the Community Visioning process. While goal statements typically aren't changed significantly, this is a good opportunity to re-confirm that they are relevant and achievable.

**Performance Targets** – There are 19 performance targets and six performance indicators, which represent our first attempt at setting targets relative to the Strategic Goals. The Administration is in the process of aligning our performance targets to MBN Canada (Municipal Benchmarking Network), which is a series of performance measures that are consistently used by municipalities across Canada. The Administration will prepare the recommended adjustments to our current performance measures for the GPC's and City Council's consideration and approval.

**Priorities for the Next Four Years** – City Council will set its direction for the next four years by determining the priorities. The priorities will direct the outcomes and related initiatives in the Business Plan and the investments in the capital and operating budgets.

The priorities will be grouped into themes such as Environmental Sustainability, Safe Streets, Truth and Reconciliation Calls to Action, Regional Planning, Parks and Recreation, Transportation, etc. Outcomes and specific initiatives will be identified to support the performance targets and these priority themes.

The Strategic Planning session has been held In-Camera and meets the criteria for holding an In-Camera discussion.

The performance targets and priorities for the next four years would be reported to the GPC meeting in March 2017 for approval. The Administration would implement these priorities through the 2018 to 2021 business planning and annual budget process.

### The Next Big Things

There has been recent research into the forces and trends that will impact civic government in the next 20 years. The Alliance For Innovation partners with Arizona State University and the International City/County Management Association (ICMA) to

inspire innovation to advance communities and invites communities to invest in innovation, future-proof your community, and build a culture of action leaders.

The Alliance For Innovation recently undertook an initiative to imagine communities one generation from now and produced *The Next Big Things*, which highlights 44 trends in four categories – Resources, Technology, Demographics, and Governance – that could impact how municipal government operates in the next 20 years. Attachment 1 is a summary of *The Next Big Things*, and the full report is available on their website at [http://transformgov.org/en/research/the\\_next\\_big\\_things](http://transformgov.org/en/research/the_next_big_things).

There is an opportunity to have a representative from the Alliance For Innovation attend the GPC meeting on Monday, January 16, 2017, to present the report for Committee to consider. Stakeholders and members of the public could be invited to speak at Committee on these trends or any other trends that may be impacting our community. This could follow the regular business of GPC and be scheduled around 6:00 p.m. to allow more people to present.

Stakeholders and the public would also be invited to submit written comments directly to GPC and online through the website.

This information on forces and trends impacting Saskatoon would set the context for the City Council planning session. It provides an opportunity to look beyond the day-to-day operations and imagine a community that the next generation will inherit.

A summary of the input from the stakeholders and the public on forces and trends impacting the City would be provided to City Council for their consideration when confirming the strategic goals, setting the performance targets, and determining the four-year priorities.

### **Options to the Recommendation**

The option is to not have a presentation on *The Next Big Things* at GPC.

### **Public and/or Stakeholder Involvement**

Public and stakeholder involvement has been described in the body of the report.

### **Communication Plan**

The Administration will prepare a communication plan on how stakeholders and the public could provide input on trends and forces affecting our municipality. This communication plan would be included in the December report to GPC.

### **Financial Implications**

There is a cost of approximately \$5,000.00 for a representative from the Alliance For Innovation to present *The Next Big Things* report on forces and trends that will impact municipalities in the next 20 years. The Administration would schedule a full-day meeting with senior leaders to meet with this representative to discuss the forces and

trends, followed by the presentation to the GPC. This expense would be covered through existing budgets allocated to training and development.

**Other Considerations/Implications**

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

**Due Date for Follow-up and/or Project Completion**

If the GPC agrees with this approach, the Administration will report back to the December GPC with more details.

**Public Notice**

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

**Attachment**

1. Alliance For Innovation, The Next Big Things

**Report Approval**

Written by: Catherine Gryba, General Manager, Corporate Performance  
Department

Approved by: Murray Totland, City Manager

City Council Planning 2017.docx



 #NBT

THE NEXT TWENTY YEARS IN LOCAL GOVERNMENT



## An Open Letter from the Alliance for Innovation

When the Alliance for Innovation completed its recent strategic plan, we committed to discovering the “next big things” facing local governments. We challenged ourselves to look beyond the horizon we could see, and imagine what our cities and counties might look like one generation from now. It was an audacious task, undertaken to ensure that our members and their successors—the most innovative city and county leaders on the planet—are well equipped to face the future, whatever it holds.

We chose a twenty-year time horizon.

Why? Twenty years is the average length of a generation.

Thinking twenty years into the future enables us to get out of our own way and imagine a future beyond ourselves when many of us will be retired, or handing the reins to our successors. Thinking of the kinds of communities our children and grandchildren will inherit – and the communities we have served and loved – often brings out the best in us: we want to imagine the greatest number of possibilities and when those possibilities impact those we love, we bring focus to the task.

But thinking twenty years into the future is also difficult. The human brain is hard-wired for pattern recognition. And patterns, by their nature, are based on events that have already happened. Because the brain is not geared for future thinking, we used a set of tools, Strategic Foresight, and a team of trained Futurists to guide this process.

The timing is terrific. Many experts and city professionals say that we are entering “the city century”, an era when local government will definitively surpass regional, state, and national governments as the lead innovators in how we deal with change – from climate change to infrastructure financing, from mobility to education, urbanization, and beyond.

To identify the next big things, we worked with experienced and emerging professionals, a global panel of subject matter experts, and all the data available to us. As you’ll learn, some of the next big things aren’t “big” in a traditional sense; they’re pernicious, quietly growing in strength over time. Others are surprising, and communities must choose whether to ignore, mitigate, or adapt.

Whether you’re a member of the Alliance for Innovation or not, we expect that *The Next Big Things* will influence your local government conversation. But even more, we hope it will help your community get future-ready.

The future, after all, doesn’t just happen to us. The future passes through us.

And the future starts now,

Karen Thoreson  
President, Alliance for Innovation  
September 23, 2015

# II. FOUR FORCES AND FORTY-FOUR TRENDS

*If we asked you, "What trends are impacting your community?" you could probably fill a large whiteboard. Twice.*

To help organize and prioritize the trends impacting communities in the next twenty years, we use the Four Forces model developed by futurist Cecily Sommers. These four forces are agents of mega-change; if any of the four forces are undergoing drastic change or disruption in your community, it will likely mark a significant shift in how citizens act, engage, and respond to each other, and to their government.

***In priority order, the Four Forces are:***

1

## Resources

The availability of resources is most closely tied to survival, so it is the most important force. Resources include the food, water, air, habitat, and other material nature offers. Especially important are the resources that enable energy production. Trends and resource drivers related to this force include: climate, ocean, space, energy, minerals, water, land, food, animals and forest.

2

## Technology

Technology includes the tools and knowledge we use to extract and transform resources into new products and capacities that make our lives more comfortable and convenient, or to develop capabilities beyond our physical bodies that allow us to go places and discover new realities. Trends and drivers related to this force include: genetics, robotics, information, nanotechnology, health care, education, collaboration, virtual reality, games, telephony, manufacturing, infrastructure, and capital formation.

# 3



## Demographics

Demographics is the “who” behind society’s changes. People are producers. We produce through our physical and intellectual labor, so “who” is producing matters, e.g. does your community have enough working people to support your very young and very old; do you have the right ratio of women to men; is there enough social cohesion among groups to ensure the good of the community? Trends and resource drivers related to this force include: population growth, the developing world, industrialization, immigration, multiculturalism, multilingualism, nationalism, and conflict.

# 4

## Governance

Distribution and management of society’s assets—resources, technology and people—are administered through the *rule of law* and the *rule of markets*. *Of all the forces, governance is the most reactive, i.e. changes in resources, technology and people often run ahead of government’s capability to deal with them.* Trends and drivers related to this force include: tribalism, market drivers, values, interests, beliefs, online communities, personalization, polarization, and identity politics.

*Communities can use the **Four Forces** model as a way to organize and prioritize the trends impacting them.*

For innovative city and county leaders, it’s sobering to think that you can have the best-run local government (the fourth force), but if there is a serious resource shortage (the first force), an abrupt technology change (the second force), or a significant in-migration or out-migration of people (the third force) it won’t matter; change will be forced upon you. Understanding the four forces and their order of importance is fundamental to building a future-ready community.

In the following pages, we outline these forty-four trends:

## Resource Trends

1. Climate Change
2. Food Insecurity
3. Water Shortages & Access
4. Energy Grid Disruption (U.S.)
5. Mining
6. The "NORC" Shift

## Technology Trends

7. Digital Citizens
8. Sharing Economy
9. Education Reform
10. Open Innovation
11. Behavioral Insights
12. Unmanning
13. Decentralized Manufacturing & 3-D Printing
14. Global, Digital Currency
15. Carless Communities
16. Infrastructure Overhaul
17. New Financial Partnerships
18. Microgrids
19. Off-Gridding
20. Electric Vehicles
21. Water Recycling
22. Desalinization
23. Nanotechnology
24. Tech-Enabled Health Care
25. Biomimicry

## Demographic Trends

26. Tribalism & Identity Politics
27. Structural (Youth) Unemployment
28. Civil Rights Spring
29. Mass Migration
30. Middle Class Map
31. Elder Expense
32. Urbanization: Mega & Mid-Sized
33. Rural v. Urban
34. Smart Citizens
35. Nomadic Workforce
36. Hyper-Localization

## Governance Trends

37. Declining Federal Government Effectiveness
38. Trust in Government
39. City-to-City Collaboration
40. VUCA Leadership
41. Citizen Engagement
42. Direct Democracy
43. Corporate and Special Interest Influence
44. Fiscal Uncertainty

---

## Update on ATU Job Action

### Recommendation

That the information be received.

### Topic and Purpose

The purpose of this report is to provide an informational update on how the Administration is responding to the disruption in Transit services caused by Amalgamated Transit Union (ATU) job action.

### Strategic Goal

This report supports the Strategic Goal of Moving Around.

### Background

Bargaining has been underway between the City and ATU since October 2013 and has occurred with varying degrees of frequency and intensity.

On November 8, 2016, the parties returned to the bargaining table and ATU presented a proposal that they would be prepared to accept the City's Agreement in Principle (AIP) on the basis of the outcome of the outstanding pension arbitration.

On November 10, 2016, the City provided a counter, which remains as the Current Offer. ATU refused this offer and provided notice that they would be taking job action effective midnight on November 11, 2016, in the form of refusing overtime and work to rule.

On November 14, 2016, the Governance and Priorities Committee (GPC) resolved that:

- “1) that the Committee and Council affirm the existing mandate with respect to wages and benefits as presented in the City's proposal to ATU on November 10, 2016;
- 2) that the City enhance communications with stakeholders regarding this proposal and also regarding the impact of ATU job action on citizens and transit users; and
- 3) that the Administrative report and legal report to the Committee remain In Camera in accordance with Section 16(1)(c) and (d) and 21 of *The Local Authority Freedom of Information and Protection of Privacy Act*.

CARRIED UNANIMOUSLY.”

NOTE: Stakeholders refers to the public (citizens), transit riders, transit employees, including those retired.

### **Report**

Staff working to rule, including refusal of overtime, is causing ongoing service disruptions to Saskatoon Transit.

On a daily basis between 5% and 8% of service is not being provided. This is consistent with overtime usage, which currently makes up 5.24% of operator salaries. While this is down considerably from 2015 and 2014 where it was 9.04% and 10.46% respectively, ATU's direction to refuse overtime is having an impact on service. Operations managers are focusing on keeping primary transit routes running as usual, and the service that has been cut due to lack of staff has been primarily buses where other parallel service is available. Referred to in the industry as "Extras", these buses are the support buses that typically provide extra capacity on high-volume corridors and high school special buses, which provide convenience to high school students in parallel with existing routes.

Because the service withdrawal by ATU appears to have stabilized, transit management will be identifying service that can be reduced or eliminated on a consistent basis with the least impact to riders. This will improve predictability of the service and will make it easier for riders to understand the service reductions that are expected until the end of job action or until job action escalates.

There are no issues at Access Transit at this time.

It is clear that our current operating procedures with regard to assigning work and shifts are not working to provide a reliable service to our customers. This will need to change. We will need to modernize our procedures for us achieve our new vision of Transit, and this will be the subject of a future report.

### **Communication Plan**

During this period of uncertainty, it is very important that we keep everyone informed – our Transit customers, stakeholders, employees, and the general public.

Below is a summary of communication messages and some specific tools we are using and will continue to use to engage with our stakeholders.

We will continue to use Public Service Announcements (PSA), news conferences, service alerts, updates to our websites, social media, and news releases. In addition, we will be selectively utilizing print and radio to keep everyone informed.

### Transit Customers

We want to thank our customers for their patience and understanding as we continue to try to reach a contract settlement with ATU. We know our customers need a reliable

## Update on ATU Job Action

---

Transit system to get to work, school, personal appointments, and so on, and ATU's job action is making this very difficult.

We are encouraging our customers to plan their commute in advance and give themselves extra time due to the cancellations, delays, and overcrowding of the buses.

We will continue to keep our customers informed by issuing Service Alerts when made aware of any disruptions or delays. Service alerts can be viewed at [saskatoontransit.ca](http://saskatoontransit.ca), [saskatoon.ca](http://saskatoon.ca), on twitter at @stoontransit or @YXEserviceAlerts, through the Transit App and in Google Transit.

Customers who do not have access to the internet can call the Transit Customer Service line at 306-975-3100 but are reminded that wait times may be longer than normal due to job action or higher than normal call volumes.

### Stakeholders

We have been in direct communication with the University of Saskatchewan, Saskatchewan Polytechnic, Saskatoon Public School Board, Saskatoon Catholic School Board, and the Saskatoon Health Region to advise them of the disruptions to the Transit service. They in turn notify their students and clients, and we will continue to provide timely updates to our stakeholders as information becomes available.

### Transit Employees

Our employees at Saskatoon Transit play an important role today in helping our citizens move around the City.

They will play an even more important role in the future. Through Federal Infrastructure Funding, we are making a huge investment in Transit with almost \$250 million by the end of 2018. This includes new buses and a brand new Transit facility for maintenance and storage of the buses. Transit is scheduled to move into the building in January 2017 and training, orientation, and tours are all being planned before year end.

If ATU Local 615 signs the agreement, all ATU members, including past and retired staff who were employed from 2012-2016, will receive their back pay in time for the holiday season.

We have been trying very hard to reach an agreement with ATU. We have come to an agreement on wages and pension with the exception of the language in the AIP related to how we would handle future shortfalls that may or may not happen in the pension plan.

It would be unfortunate if ATU continues to disagree and prevent Transit employees from receiving their increase and back pay.

We are reassuring our current and retired employees that their pension is secure. The pension deal that eight other City unions have accepted is the same deal being offered

to ATU. Transit employees will retain an excellent defined benefit plan that does not change by agreeing to the City's offer. Retired employees will continue to receive their pension every month just as they always have.

We are communicating directly with our Transit employees on this information, and we have the current offer, more information and FAQ's on our website at **saskatoon.ca/factsontransit**.

General Public

This is about being equitable. If ATU wants more, there are only two sources where dollars would have to come from: tax payers and bus riders, both of whom already pay their fair share.

For the sake of all City employees – including transit workers – and for the sake of protecting the public purse, we simply cannot compromise on the pension changes and the sustainability plan for the pension.

We have to ensure the package of wages and pension contributions to the pension plan are not an unreasonable burden to the taxpayers.

We are committed to negotiating an agreement that meets the best interests of taxpayers, Transit employees, and customers of Saskatoon Transit.

**Other Considerations/Implications**

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

**Due Date for Follow-up and/or Project Completion**

If the job action continues or escalates, the Administration will continue to provide updates to Committee.

**Public Notice**

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

**Report Approval**

Written by: James McDonald, Director of Saskatoon Transit  
Carla Blumers, Director of Communications  
Reviewed by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Catherine Gryba, General Manager, Corporate Performance  
Approved by: Murray Totland, City Manager

---

## **Council Communications and Constituency Relations Allowance – Update (January 1 – August 31, 2016)**

### **Recommendation**

That the information be received.

### **Topic and Purpose**

The purpose of this report is to provide the Governance and Priorities Committee with an update on the usage of the Communications and Constituency Relations allowance.

### **Strategic Goal(s)**

This report supports the strategic goal of Asset and Financial Sustainability by being open, accountable, and transparent.

### **Report**

On June 27, 2016, City Council, considered and approved recommendations of the Municipal Review Commission regarding the former Communications Allowance for members of Council. Policy C01-027 Communications and Constituency Relations Allowance has been developed and is attached. The policy applies to all members of Council.

Sections 3.1 f) and g) of Policy C01-027 state:

- “f) In the year of a civic election, 8/12 of the allowance will be allocated to the sitting members of City Council and 2/12 of the allowance will be allocated to the newly elected members of City Council.”; and
- “g) In the year of a civic election, the allowance cannot be used from September 1 through October 31.”

Section 4.2(f) of Policy C01-027 states that within 60 days of the end of the quarter, the City Clerk’s Office will post all expenses, individually and in detail, on the City’s website and provide the Governance and Priorities Committee with monthly usage updates for the last quarter.

In accordance with the above, attached is an update to the end of August, 2016. Copies of individual and detailed expenses will be posted to the City’s website.

### **Due Date for Follow-up and/or Project Completion**

A further update will be provided to the Committee in early 2017.

**Public Notice**

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

**Attachment(s)**

1. Policy C01-027 Communications and Constituency Relations Allowance
2. Update of expenses to the end of August 2016 – Councillors
3. Update of expenses to the end of August 2016 – Mayor

**Report Approval**

Written and Approved by: Joanne Sproule, City Clerk

Report – CCRA Update.docx

# CITY OF SASKATOON COUNCIL POLICY

NUMBER

C01-027

<b>POLICY TITLE</b> <i>Communications and Constituency Relations Allowance</i>	<b>ADOPTED BY:</b> <i>City Council</i>	<b>EFFECTIVE DATE</b> <i>June 27, 2016</i>
<b>ORIGIN/AUTHORITY</b> <i>Governance and Priorities Committee Report, Item 9.11.1</i>	<b>CITY FILE NO.</b> <i>CK. 4670-5</i>	<b>PAGE NUMBER</b> <i>1 of 9</i>

## 1. PURPOSE

To provide a communications and constituency relations allowance to support members of City Council in communications with constituents as part of their role as members of City Council for the City of Saskatoon.

## 2. DEFINITIONS

2.1 Members of City Council – means the Mayor and individual Councillors.

2.2 Communications and Constituency Relations Allowance – A provision in the Mayor’s Office and City Councillors’ Office budgets, reviewed by City Council on an annual basis, for communications relating to City Council business, as set out in this policy.

## 3. POLICY

The policy is applicable to all members of City Council regarding the use of the communications and constituency allowance.

### 3.1 General Guidelines

- a) Funding must be used within the fiscal year and cannot be carried forward to the next fiscal year.
- b) Members of City Council must adhere to the requirements of the Code of Conduct, including, but not limited to, the portions dealing with “Actions during Civic Election Periods”. Any irregularities will be dealt with in accordance with the Code of Conduct.

# CITY OF SASKATOON COUNCIL POLICY

NUMBER  
C01-027

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Communications and Constituency Relations Allowance</i>	<i>June 27, 2016</i>	<i>2 of 9</i>

- c) No member of City Council may use funds allocated to engage the services of a member of their family, as defined in Section 114 (c) of *The Cities Act*.
- d) The Communications and Constituency Relations Allowance is not to be used for the purposes of fundraising for a member of City Council or for raising election funds.
- e) Assistance will be provided by the City's Communication Branch by preparing and distributing the Agenda in Brief and the Decisions in Brief, prior to and following City Council meetings, and providing background information on civic programs and services to be used for responding to inquiries or for preparing speeches as a member of City Council or as Deputy Mayor.
- f) In the year of a civic election, 8/12 of the allowance will be allocated to the sitting members of City Council and 2/12 of the allowance will be allocated to the newly elected members of City Council.
- g) In the year of a civic election, the allowance cannot be used from September 1 through October 31.
- h) No goods or services purchased by a member of City Council with the allowance may be used from September 1 through October 31. This would include, but not be limited to, items such as a website annual domain registration or billboard signage.

## 3.2 Allowable Expenses

This section summarizes alphabetically the categories and examples of the types of allowable expenses that could be charged to the Communications and Constituency Relations Allowance for members of City Council.

# CITY OF SASKATOON COUNCIL POLICY

NUMBER  
C01-027

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Communications and Constituency Relations Allowance</i>	<i>June 27, 2016</i>	<i>3 of 9</i>

a) Administrative Staff Support

The fund can be used individually or pooled together with other members of City Council for the hiring/engagement of support staff to assist with constituency related tasks. These tasks may include:

- i) Research related to constituency issues.
- ii) Support for the development of constituency communications.
- iii) Rental of office space to base staff support.

b) Advertising and Promotion

- i) Paid advertising that is related to the business of the City in all types of media.
- ii) Advertising that supplements City departments' advertisements that are placed to promote specific programs or specific events.
- iii) Messages in Community Association Newsletters, Newspapers, and Magazines (e.g. introductory messages, congratulatory messages, event announcements).

c) Books and Magazines

- i) Books, magazines, and periodicals that are related to the business of the City. Name of the book or magazines must be included on the invoice.

d) General Office Supplies

- i) General office supplies not provided by the City Clerk's Office.
- ii) Personalized stationery, greeting cards, holiday cards, including envelopes and stamps and Canada Post regular mail services.
- iii) Photocopy charges.
- iv) Photographic supplies and services.
- v) Courier delivery costs.

# CITY OF SASKATOON COUNCIL POLICY

NUMBER  
C01-027

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Communications and Constituency Relations Allowance</i>	<i>June 27, 2016</i>	<i>4 of 9</i>

e) Constituency Relations

- i) Promotional items such as fridge magnets, t-shirts, pens.
- ii) Table prizes for local community groups.
- iii) Facility rental for hosting an event.
- iv) Council members' expenses for food and non-alcoholic beverages related to community events, meals or receptions when hosting constituents or representatives of other levels of government.

Conditions

- Ineligible expenses include gifts for staff or other employees of the City, boards and committees.
- Members of City Council must provide an original invoice or receipt detailing gift items, quantity, cost and purpose of the items.
- Members of City Council must provide the date, purpose and details of the expense, and where applicable or feasible, original itemized receipt showing items consumed and names of participants attending.

f) Meeting Expenses

- i) Facility rental.
- ii) Catering order for meetings including non-alcoholic beverages, snacks and light foods.
- iii) Venue set-up fees, including audio-visual equipment, flip charts, cleaning charges.

Conditions

- Members of City Council must provide date and purpose for meeting, original itemized receipt, names of participants or group name with number of participants attending.

# CITY OF SASKATOON COUNCIL POLICY

NUMBER  
C01-027

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Communications and Constituency Relations Allowance</i>	<i>June 27, 2016</i>	<i>5 of 9</i>

g) Newsletters and Flyers

- i) Design, writing, copy-editing, printing costs.
- ii) Distribution costs through Canada Post, Admail, by private distribution firms or by other means.
- iii) Clip art or stock photo fees.
- iv) Electronic newsletter distribution costs.
- v) Translation fees

Conditions

- Members of City Council are permitted to use the City Crest and care must be taken in the appropriate use of the Crest.
- In the year of a civic election, all Communications and Constituency Relations Allowance funded communications must cease from September 1 to October 31.

h) Professional and Contract Services

- i) Firms or individuals whom members of City Council retain for specific business purposes with clear deliverables, fee structures and timelines.
- ii) The engagement of a business or person(s) as a contractor and/or the cost of supplies, rental of facilities and equipment relative to production, presentation and/or distribution of information to residents relevant to City Council business.
- iii) The engagement of a professional or consulting service for the purposes of preparing speeches, conducting research, etc.

i) Websites, Social Media Tools, Software & Accessories

- i) Costs associated with the creation of twitter accounts, Facebook accounts, web pages, or other social media tools for communicating as a member of Council.

# CITY OF SASKATOON COUNCIL POLICY

<b>NUMBER</b> <i>C01-027</i>
---------------------------------

<b>POLICY TITLE</b> <i>Communications and Constituency Relations Allowance</i>	<b>EFFECTIVE DATE:</b> <i>June 27, 2016</i>	<b>PAGE NUMBER</b> <i>6 of 9</i>
---	--	-------------------------------------

- ii) Additional communications management tools such as database management tools and software accessories.

Conditions

- Tools or software accessories not supported or not integrated with the City systems or connected to the corporate network are not supported by the City’s Information Technology Division.
- Members of City Council are responsible for the protection of any personal information collected or used for City Council business in accordance with *The Local Authority Freedom of Information and Protection of Privacy Act*.
- Members of City Council must adhere to the requirements of the Code of Conduct dealing with “Actions during Civic Election Periods”, including conversion of any city-funded websites and social media tools to an election campaign site.

3.3 Purchasing Procedures

Purchases of goods, services and work from outside parties are to be made in accordance with Policy C02-030 – Purchase of Goods, Services and Work. Information and advice on purchasing procedures, vendor lists, obtaining quotations and preparation of purchasing documents can be obtained from the Director of Materials Management.

Regardless of the value, it is recommended that competitive prices be obtained.

- Purchases up to \$250 attained locally allows for payment by Automatic Payment Voucher (administered by City Clerk’s Office)
- Purchases up to \$5000 (including taxes and freight) may be made through a Departmental Purchase Order (administered by City Clerk’s Office). It is recommended that competitive prices are attained; however, this is to be balanced off with the value of the purchase, the time required to get competitive prices, and the potential (or lack of) savings that can be achieved.

# CITY OF SASKATOON COUNCIL POLICY

<b>NUMBER</b> <i>C01-027</i>
---------------------------------

<b>POLICY TITLE</b> <i>Communications and Constituency Relations Allowance</i>	<b>EFFECTIVE DATE:</b> <i>June 27, 2016</i>	<b>PAGE NUMBER</b> <i>7 of 9</i>
---	--	-------------------------------------

- Consulting Services must follow standard procedures (consult with the City Clerk’s Office).

### 3.4 Reimbursements

Members of City Council must provide the City Clerk’s Office with proper documentation, including detailed original receipts for claims. Credit card receipts or statements alone are not sufficient and will not be accepted. In the case of any online purchases, a copy of the confirmation must be attached to the claim.

Dated invoices/receipts must include a description of the goods purchased or services rendered, the cost, and any applicable taxes.

Expenses must be charged to the year in which they occurred. Expenses cannot be carried forward to future years. Charges for goods against the current year must be received by members of City Council and/or services from the vendor before December 31<sup>st</sup> of that year.

## 4. RESPONSIBILITIES

4.1 Members of City Council – Members of City Council are responsible for adhering to this policy and any violation of this policy would be a violation of the Code of Conduct and irregularities would be reported to the City Clerk for investigation.

### 4.2 City Clerk’s Office

The responsibility of the City Clerk’s Office in administering the Communications and Constituency Relations Allowance support to City Councillors includes, but is not limited to:

- (a) Reviewing usage requirements and parameters with a view to bringing forward recommendations to the Governance and Priorities Committee for amendments;

# CITY OF SASKATOON COUNCIL POLICY

---

**NUMBER**  
*C01-027*

---

<b>POLICY TITLE</b> <i>Communications and Constituency Relations Allowance</i>	<b>EFFECTIVE DATE:</b> <i>June 27, 2016</i>	<b>PAGE NUMBER</b> <i>8 of 9</i>
---	--	-------------------------------------

- (b) Providing support to City Councillors by processing payments for expenditures;
- (c) Reviewing supporting documentation for expenditures, and requesting the City Councillors to provide the required supporting documentation for any expenditures where supporting documentation is not place;
- (d) Identifying expenditures which may not fit within the parameters and guidelines of the Communications and Constituency Relations Allowance and bringing these forward to the Governance and Priorities Committee;
- (e) Advising City Councillors on the status of their communications allowance and expenditures;
- (f) Within 60 days of the end of the quarter, posting all expenses, individually and in detail, on the City's website and providing the Governance and Priorities Committee with monthly usage updates for the last quarter.
- (g) Redacting all personal and other exempted information governed by *The Local Authority Freedom of Information and Protection of Privacy Act* from the detailed Councillor expenses prior to the disclosure of Councillor expenses on the City's website.
- (h) Facilitating/coordinating the review of the Communications and Constituency Relations Allowance, either through an independent body or a third party.

#### 4.3 Municipal Review Commission Remuneration Committee

Two years after the establishment of this policy, the Saskatoon Municipal Review Commission Remuneration Committee will review the following, and that time, report on how often a review is required:

# CITY OF SASKATOON COUNCIL POLICY

NUMBER  
C01-027

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Communications and Constituency Relations Allowance</i>	<i>June 27, 2016</i>	<i>9 of 9</i>

- (a) Usage of funds – by whom, where, types of expenses submitted.
- (b) Summary of impacts – in an attempt to measure community engagement through the fund.
- (c) Validation of expenditure appropriateness based on policy.
- (d) Validation that the current policy reflects needs of the allowance and provides for an opportunity to revise policy as required.

#### 4.3 Governance and Priorities Committee

The Governance and Priorities Committee is responsible for reviewing proposed amendments to the policy and forwarding recommendations to City Council.

#### 4.4 City Council

City Council is responsible for reviewing and approving amendments to the policy.

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance
01-Jan		Opening Balance (\$10,000/Councillor/year) <i>* revised available balance \$6,667/Councillor up to August 31 - prorated in an election year - 8/12 as per Resolution 9.11.1 (#10) and Policy C01-027 adopted by City Council on June 27/16.</i>					
<b>CLARK, Charlie</b>							
23-Jun	R566440	Clean Energy & Economic Development Forum 2016 (1 ticket)	31.50	x	1.50	\$30.00	
06-Jul	R566349	Pride Guide Ad (1/8 cost)	187.50	x		\$187.50	
17-Aug	R566360	Exhibition parade banners (1/9)	23.22	x	1.06	\$22.16	
							\$239.66
<b>DAVIES, Troy</b>							
09-Feb	R560174	WHCA Volunteer Appreciation - Advertising/Sponsorship	500.00	x		\$500.00	
09-Feb	R560173	Saskatoon City Hospital Foundation - Black Tie Bingo (2 tickets)	700.00	x		\$700.00	
12-Feb	R560182	Mount Royal Community Association Newsletter Advertising	200.00	x		\$200.00	
23-Feb	R560198	Swinging with the Stars fundraising event (2 tickets)	370.00	x		\$370.00	
29-Apr	R560291	Chamber Luncheon for Mayor Atchison (1 ticket)	31.50	x	1.50	\$30.00	
06-Jun	R566337	Bus stop sign rentals @ 33rd, McClocklin, and Wedge (Jan - June)	1701.00	x	81.00	\$1,620.00	
10-Jun	R566339	Brochure printing & distribution	2813.92	x	130.46	\$2,683.46	
10-Jun	R566338	Mount Royal Community Association Newsletter Advertising	100.00	x		\$100.00	
06-Jul	R566349	Pride Guide Ad (1/8 cost)	187.50	x		\$187.50	
17-Aug	R566360	Exhibition parade banners (1/9)	23.22	x	1.06	\$22.16	
							\$6,413.12
<b>DONAUER, Randy</b>							
11-Feb	R560177	Fundraiser for Persecuted Christians (2 tickets)	50.00	x		\$50.00	
10-Mar	R560226	Hindu Society of Saskatchewan - Annual Vegetarian Banquet (2 tickets)	130.00	x		\$130.00	
24-Mar	R560261	NSBA Luncheon ft. Paul Martin (2 tickets)	63.00	x	3.00	\$60.00	
29-Apr	R560272	Chamber Luncheon for Mayor Atchison (1 ticket)	42.00	x	2.00	\$40.00	
25-May	R566331	Saskatoon Leader Impact Forum w/Sonja Salmon (1 ticket)	40.00	x		\$40.00	
		" SHCA steak night fundraiser (2 tickets)	40.00	x		\$40.00	
27-Jun	R566343	Ward 5 brochures - design, printing & distribution	4,556.63	x	204.15	\$4,352.48	
09-Aug	R566358	NSBA Luncheon ft. Mark Scholz (1 ticket)	31.50	x	1.50	\$30.00	
17-Aug	R566360	Exhibition parade banners (1/9)	23.22	x	1.06	\$22.16	
29-Aug	R566366	Ward 5 letter - photocopying	49.50	x	2.25	\$47.25	
							\$4,811.89
<b>HILL, Darren</b>							
29-Jan	R560155	HBPMKW Community Association - Newsletter Advertising	225.00	x		\$225.00	
14-Mar	R560229	CHEP good food inc. Fundraiser - Art Auction (1 ticket)	100.00	x		\$100.00	
05-Apr	R560233	Glass Slipper event in support of The Princess Shop (1 ticket)	85.00	x		\$85.00	
06-Jul	R566350	HBPMKW Community Association - Newsletter Advertising	225.00	x		\$225.00	
06-Jul	R566349	Pride Guide Ad (1/8 cost)	187.50	x		\$187.50	
11-Jul	R566352	Postage stamps - roll of 100	357.00	x	17.00	\$340.00	
		" Facebook Advertising (Jan - June)	983.00	x		\$983.00	
25-Jul	R566450	Sign rental (May 20 - July 14)	474.35	x	22.35	\$452.00	
26-Jul	R566356	General office supplies - coloured paper for flyers	72.42	x	3.29	\$69.13	
		" Flyer distribution/delivery	98.00	x		\$98.00	
03-Aug	R566357	Donation (prize package) - Diva's - Community Fundraiser	300.00	x		\$300.00	
17-Aug	R566360	Exhibition parade banners (1/9)	23.22	x	1.06	\$22.16	
26-Aug	R566458	Sign rental (July 15 - Aug 14)	211.45	x	9.95	\$201.50	
31-Aug		Bus Stop sign rentals @ Central/115th and 33rd/Ave	475.25		20.25	\$455.00	
31-Aug	R566473	Sign rental (Aug 15 - Aug 31)	106.98	x	4.98	\$102.00	

**IWANCHUK, Ann**

02-Feb	R560146	Bus Stop sign rental @ McCormack & Fairlight - Dec/Jan	145.95	x	6.95	\$139.00
23-Feb	R560193	Bus Stop sign rental @ McCormack & Fairlight - Jan/Feb	145.95	x	6.95	\$139.00
24-Mar	R560262	Pacific Heights Community Association - Newsletter Ad	100.00	x		\$100.00
29-Mar	R560260	Bus Stop sign rental @ McCormack & Fairlight - Feb/Mar	145.95	x	6.95	\$139.00
10-May	R560294	Bus Stop sign rental @ McCormack & Fairlight - Mar/Apr	145.95	x	6.95	\$139.00
06-Jun	R566336	Junior Achievement Business Hall of Fame Awards Banquet (1 ticket)	80.00	x		\$80.00
09-Jun	R566384	Bus Stop sign rental @ McCormack & Fairlight - Apr/May	145.95	x	6.95	\$139.00
09-Jun	R566384	Cocktails & Critters - SPCA benefit (2 tickets)	165.00	x	7.50	\$157.50
06-Jul	R566349	Pride Guide Ad (1/8 cost)	187.50	x		\$187.50
23-Jun	R566440	Bus Stop sign rental @ McCormack & Fairlight - May/June	145.95	x	6.95	\$139.00
25-Jul	R566354	Parkridge Community Association Newsletter Ads (Mar - Aug)	135.00	x		\$135.00
25-Jul	R566450	Bus Stop sign rental @ McCormack & Fairlight - June/July	145.95	x	6.95	\$139.00
11-Aug	R566359	Advertisement - Visnyk Spring 2016	117.00	x		\$117.00
17-Aug	R566360	Exhibition parade banners (1/9)	23.22	x	1.06	\$22.16
26-Aug	R566458	Bus Stop sign rental @ McCormack & Fairlight - July/Aug	145.95	x	6.95	\$139.00
31-Aug	R566367	Ward 3 brochures - printing	2,139.57	x	118.39	\$2,021.18
31-Aug		Internal COS Printing & Mail Services - admail mailout	1,761.00	x		\$1,761.00
31-Aug	R566473	Bus Stop sign rental @ McCormack & Fairlight - Aug.15-31	72.98	x	3.47	\$69.51

\$5,762.85

**JEFFRIES, Zach**

29-Mar		Internal COS Printing & Mail Services - admail mailout	731.60	x		\$731.60
26-Apr		Internal COS Printing & Mail Services - admail mailout	747.20	x		\$747.20
15-Jun	R566340	Glass Slipper event in support of The Princess Shop (1 ticket)	75.00	x		\$75.00
	"	Hindu Society of Saskatchewan - fundraising banquet (1 ticket)	65.00	x		\$65.00
	"	Saskatoon Wildlife Federation - Wild Game Dinner (1 ticket)	75.00	x		\$75.00
	"	My Community Saskatoon publication - advertisements	525.00	x	25.00	\$500.00
	"	Pennco Portables - Sign rental (Apr. 14 - May 13)	167.35	x	7.85	\$159.50
	"	Brochure printing - town hall meetings	731.50	x	33.25	\$698.25
06-Jul	R566349	Pride Guide Ad (1/8 cost)	187.50	x		\$187.50
08-Jul		Internal COS Printing & Mail Services - admail mailout	1,948.00	x		\$1,948.00
11-Jul	R566351	Newsletter printing	1,045.00	x	47.50	\$997.50
17-Aug	R566360	Exhibition parade banners (1/9)	23.22	x	1.06	\$22.16

\$6,206.71

**LOEWEN, Mairin**

01-Jan	R553796	Glass Slipper event in Support of The Princess Shop (1 ticket)	75.00	x		\$75.00
21-Jan	R560139	Distribution - ward brochures	2,128.32	x	96.74	\$2,031.58
02-Feb	R560146	Read Saskatoon - LIT UP! 2016	65.00	x		\$65.00
21-Jan	R560140	Pennco Portables - Sign rental (Jan.6 - Feb.6)	217.75	x	10.25	\$207.50
15-Feb	R560190	Pennco Portables - Sign rental (Feb.6 - Mar.6)	217.75	x	10.25	\$207.50
29-Mar	R560260	GTNT Indigenous Art Auction Fundraiser (1 ticket)	100.00	x		\$100.00
07-Apr	R560256	SDLC - Labour Community Service Award Dinner (1 ticket)	40.00	x		\$40.00
29-Apr	R560271	Chamber Luncheon for Mayor Atchison (1 ticket)	42.00	x	2.00	\$40.00
13-May	R560298	Graphic design - town hall postcard	200.00	x		\$200.00
26-May	R566333	Printing & distribution - town hall postcards	3,563.37	x	161.97	\$3,401.40
06-Jun	R566335	Facility Rental - town hall meeting	525.00	x		\$525.00
15-Jun	R566341	Pennco Portables - Sign rental (Mar.6 - June 6)	653.25	x	30.75	\$622.50
09-Jun	R566384	Clean Energy & Economic Development Forum 2016 (1 ticket)	31.50	x	1.50	\$30.00
06-Jul	R566349	Pride Guide Ad (1/8 cost)	187.50	x		\$187.50
17-Aug	R566360	Exhibition parade banners (1/9)	23.22	x	1.06	\$22.16

\$7,755.14

<b>LORJE, Pat</b>								
07-Apr	R560257	Guadalupe Parish Fundraiser - Don Burnstick (1 ticket)	25.00	x		\$25.00		
07-Apr	R560257	Hindu Society of Saskatchewan - Annual Vegetarian Banquet (1 Ticket)	55.00	x		\$55.00		
29-Apr	R560293	Musee Ukraina Museum Fundraising Gala (2 tickets)	160.00	x		\$160.00		
10-May	R560297	Newsletter Ad - King George Community Association	45.00	x		\$45.00		
10-May	R560296	Memorial gift (flowers) - Sister Theodosia	103.84	x	4.72	\$99.12		
18-May	R566324	St. David's Trinity United Church - Ham Supper (2 tickets)	30.00	x		\$30.00		
06-Jul	R566349	Pride Guide Ad (1/8 cost)	187.50	x		\$187.50		
17-Aug	R566360	Exhibition parade banners (1/9)	23.22	x	1.06	\$22.16		
							\$623.78	
<b>OLAUSON, Eric</b>								
03-Feb	Rec#1849331	Bulk Family Leisure Tickets (2 pkgs) - Prizes for Community Association	300.00	x	14.28	\$285.72		
23-Feb	R560195	Promotional items - four football jerseys	440.00	x	20.00	\$420.00		
							\$705.72	
<b>PAULSEN, Tiffany</b>								
02-Feb	R560146	Bus stop sign rental @ McKercher & Tait - Dec/Jan	\$141.75	x	6.75	\$135.00		
02-Feb	R560146	Bus stop sign rental @ 8th & McKercher - Dec/Jan	\$141.75	x	6.75	\$135.00		
23-Feb	R560193	Bus stop sign rental @ McKercher & Tait - Jan/Feb	\$141.75	x	6.75	\$135.00		
23-Feb	R560193	Bus stop sign rental @ 8th & McKercher - Jan/Feb	\$141.75	x	6.75	\$135.00		
04-Mar	R560216	Rosewood Community Association - Spring Newsletter Ad	\$75.00	x		\$75.00		
29-Mar	R560260	Bus stop sign rental @ McKercher & Tait - Feb/Mar	\$141.75	x	6.75	\$135.00		
29-Mar	R560260	Bus stop sign rental @ 8th & McKercher - Feb/Mar	\$141.75	x	6.75	\$135.00		
08-Apr	R560259	LUGO (Remai Modern fundraiser) preparty (1 ticket)	\$150.00	x		\$150.00		
10-May	R560294	Bus stop sign rental @ McKercher & Tait - Mar/Apr	\$141.75	x	6.75	\$135.00		
10-May	R560294	Bus stop sign rental @ 8th & McKercher - Mar/Apr	\$141.75	x	6.75	\$135.00		
09-Jun	R566384	Bus stop sign rental @ McKercher & Tait - Apr/May	\$141.75	x	6.75	\$135.00		
09-Jun	R566384	Bus stop sign rental @ 8th & McKercher - Apr/May	\$141.75	x	6.75	\$135.00		
06-Jul	R566349	Pride Guide Ad (1/8 cost)	\$187.50	x		\$187.50		
23-Jun	R566440	Bus stop sign rental @ McKercher & Tait - May/June	\$141.75	x	6.75	\$135.00		
		" Bus stop sign rental @ 8th & McKercher - May/June	\$141.75	x	6.75	\$135.00		
25-Jul	R566450	Bus stop sign rental @ McKercher & Tait - June/July	\$141.75	x	6.75	\$135.00		
		" Bus stop sign rental @ 8th & McKercher - June/July	\$141.75	x	6.75	\$135.00		
17-Aug	R566360	Exhibition parade banners (1/9)	23.22	x	1.06	\$22.16		
26-Aug	R566458	Bus stop sign rental @ McKercher & Tait - July/Aug	\$141.75	x	6.75	\$135.00		
26-Aug	R566458	Bus stop sign rental @ 8th & McKercher - July/Aug	\$141.75	x	6.75	\$135.00		
31-Aug	R566473	Bus stop sign rental @ McKercher & Tait - Aug.15-31	\$70.88	x	3.37	\$67.51		
31-Aug	R566473	Bus stop sign rental @ 8th & McKercher - Aug.15-31	\$70.88	x	3.37	\$67.51		
							\$2,729.68	

**Communications and Constituency Relations Allowance  
Mayor's Office (Staff)  
January 1 - August 31, 2016**

<b>Travel Expenses for Conferences and Meetings</b>		
Within Canada	\$ 3,390.48	
International	0	
<b>Travel Total</b>		<b>\$ 3,390.48</b>
<b>Miscellaneous Expenses</b>		<b>\$ 197.40</b>
<b>Advertising</b>		
Saskatoon Express	\$ 960.00	
Star Phoenix	\$ 1,637.60	
<b>Advertising Total</b>		<b>\$ 2,597.60</b>
<b>Car Allowance</b>		<b>\$ 3,852.44</b>
<b>Salary / Payroll Costs</b>		<b>\$ 63,279.63</b>
<b>Grand Total</b>		<b>\$ 73,317.55</b>

**2016 Budget: \$ 125,000.00**

**Total Spent: \$ 73,317.55**

---

## 2017 – Appointments to the Governance and Priorities Committee and Standing Policy Committees

### Recommendation

That the Governance and Priorities Committee recommend to the organizational meeting of City Council on November 28, 2016 its 2017 appointments to each of the Standing Policy Committees and the appointment of all members of City Council to the Governance and Priorities Committee.

### Topic and Purpose

The purpose of this report is to confirm appointments to City Council's Governance and Priorities Committee and Standing Policy Committees for 2017.

### Strategic Goal

The information contained in this report aligns with the long-term strategies related to the Strategic Goal of Continuous Improvement.

### Background

Bylaw No. 9170, *The Procedures and Committees Bylaw, 2014* was passed by City Council on June 9, 2014 and came into force on July 1, 2014. Section 7 of the Bylaw provides for an organizational meeting to be held each year as part of the Regular Business meeting in November. At the organizational meeting, Council shall establish Standing Policy Committee appointments for the following year.

### Report

Bylaw No. 9170 *The Procedures and Committees Bylaw* states the Governance and Priorities Committee shall consist of all members of City Council and each of the Standing Policy Committees shall consist of five Councillors, appointed annually. Each Councillor must serve on two Standing Policy Committees.

The Committee is now requested to make its recommendations for appointments to each of the Standing Policy Committees for 2017.

### Policy Implications

There are no policy implications at this time.

### Due Date for Follow-up and/or Project Completion

Annual appointments will be considered each year during City Council's organizational meeting, as part of the Regular Business Meeting in November.

**Public Notice**

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

**Report Approval**

Written and Approved by: Joanne Sproule, City Clerk

Report - 2017 Appointments to GPC and Standing Policy Committees.docx

---

---

## 2017 – Appointments of Deputy Mayor

### Recommendation

That a report be submitted to City Council's Organizational Meeting, as part of the November 28, 2016 Regular Business Meeting, recommending approval of the 2017 appointments of Deputy Mayor, as described in this report and detailed in Attachment 1.

### Topic and Purpose

The purpose of this report is to review the 2017 appointments of Deputy Mayor.

### Report Highlights

1. Attachment 1 (Appointments of Deputy Mayor) provides a listing of Deputy Mayor appointments for 2017.

### Strategic Goal

The information contained in this report and attachments aligns with the long-term strategies related to the Strategic Goal of Continuous Improvement.

### Background

Bylaw No. 9170, *The Procedures and Committees Bylaw, 2014* was passed by City Council on June 9, 2014 and came into force on July 1, 2014. Section 7 of the *Bylaw* provides for an organizational meeting to be held each year as part of the Regular Business meeting in November. At the organizational meeting, Council shall establish:

- (a) the term and rotation schedules for the positions of Deputy Mayor and Acting Mayor;
- (b) dates, times and places for regularly scheduled meetings of Council and Council Committees; and
- (c) Standing Policy Committee appointments for the following year.

This report deals with (a) above.

### Report

Pursuant to *The Cities Act*, City Council is required to appoint a Deputy Mayor.

The Deputy Mayor is to act as the Mayor if the Mayor is unable to perform the duties of Mayor, or the office of Mayor is vacant. Council shall appoint an Acting Mayor if both the Mayor and the Deputy Mayor are unable to perform the duties of Mayor, or both the

## 2017 – Appointments of Deputy Mayor

---

office of the Mayor and the office of Deputy Mayor are vacant. The Acting Mayor shall be the Council member who was last elected as Deputy Mayor.

In the past, City Council has appointed the Deputy Mayor on a reverse alphabetical basis with a monthly rotation. Attachment 1 is a listing of proposed Deputy Mayor appointments for 2017.

### **Policy Implications**

There are no policy implications at this time.

### **Due Date for Follow-up and/or Project Completion**

The 2017 Appointments for Deputy Mayor are to be considered by City Council at its organizational meeting, as part of the Regular Business Meeting on November 28, 2016.

### **Public Notice**

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

### **Attachment(s)**

1. Appointments of Deputy Mayor – 2017

### **Report Approval**

Written and Approved by: Joanne Sproule, City Clerk

Leg Report – 2017 Appointments of Deputy Mayor.docx

**Appointments of Deputy Mayor – 2017**

January 2017	-	Councillor A. Iwanchuk
February 2017	-	Councillor D. Hill
March 2017	-	Councillor H. Gough
April 2017	-	Councillor S. Gersher
May 2017	-	Councillor B. Dubois
June 2017	-	Councillor R. Donauer
July 2017	-	Councillor T. Davies
August 2017	-	Councillor C. Block
September 2017	-	Councillor M. Loewen
October 2017	-	Councillor Z. Jeffries
November 2017	-	Councillor A. Iwanchuk
December 2017	-	Councillor D. Hill

---

## 2017 City Council and Committee Meeting Schedule

### Recommendation

That the proposed 2017 Council and Committee Meeting Schedule, as presented in Attachment 1, be forwarded to City Council for approval.

### Topic and Purpose

The purpose of this report is to establish the 2017 City Council and Committee meeting schedule.

### Report Highlights

1. City Council is required annually to set its upcoming meeting dates during its organizational meeting.
2. Attachment 1 (2017 City Council and Committee Meeting Schedule) sets out meeting dates for City Council, the Governance and Priorities Committee, and each of the four Standing Policy Committees, along with dates for a Strategic Planning Session and Business Plan and Budget meeting, during 2017.

### Strategic Goal

The information contained in this report and attachments aligns with the long-term strategies related to the Strategic Goal of Continuous Improvement.

### Background

Bylaw No. 9170, *The Procedures and Committees Bylaw, 2014* was passed by City Council on June 9, 2014 and came into force on July 1, 2014. Section 7 of the Bylaw provides for an organizational meeting to be held each year as part of the Regular Business meeting in November. At the organizational meeting, Council shall establish:

- (a) the term and rotation schedules for the positions of Deputy Mayor and Acting Mayor;
- (b) dates, times and places for regularly scheduled meetings of Council and Council Committees; and
- (c) Standing Policy Committee appointments for the following year.

This report deals with (b) above.

## Report

There are two types of regularly scheduled Council meetings – a Regular Business meeting and a Public Hearing meeting. Both meetings are held in the Council Chamber, City Hall and commence at 1:00 p.m. and 6:00 p.m., respectively.

Bylaw No. 9170 *The Procedures and Committees Bylaw* also establishes a Governance and Priorities Committee and four Standing Policy Committees – Environment, Utilities and Corporate Services; Finance; Planning, Development and Community Services; and Transportation. Attachment 1 sets out the meeting dates and times for each of these Committees. Meetings are held in the Council Chamber, City Hall.

Attached is a proposed 2017 meeting schedule. Its highlights include:

- Use of the 5<sup>th</sup> Monday and/or Tuesday of the month to commence the next month's meetings;
- Reservation of four dates for Special Governance and Priorities Committee meetings to hold Joint or Special Meetings (as required) March 22, June 14, September 20 and November 22;
- No meeting the first week in January in order that agendas are not being prepared and circulated during the Holiday season;
- A Strategic Planning Session on January 26;
- No meetings the week of February 5 (to accommodate the SUMA Convention);
- No meetings the week of February 20 (week of Family Day);
- No meetings the week of April 16 (Easter Break);
- No meetings the week of June 4 (to accommodate FCM Conference);
- No meetings in July and the first week of August (Summer Break); and
- City Council Business Plan and Budget Deliberations November 27 to 29

## Options to the Recommendation

City Council has the option to adjust any of the proposed meeting dates as well as the proposed Summer Break.

## Policy Implications

There are no policy implications at this time.

## Due Date for Follow-up and/or Project Completion

The 2017 City Council and Committee meeting schedule is to be considered by City Council at its organizational meeting, as part of the Regular Business Meeting on November 28, 2016.

## Public Notice

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

## 2017 City Council and Committee Meeting Schedule

---

### Attachment(s)

1. Proposed 2017 City Council and Committee Meeting Schedule

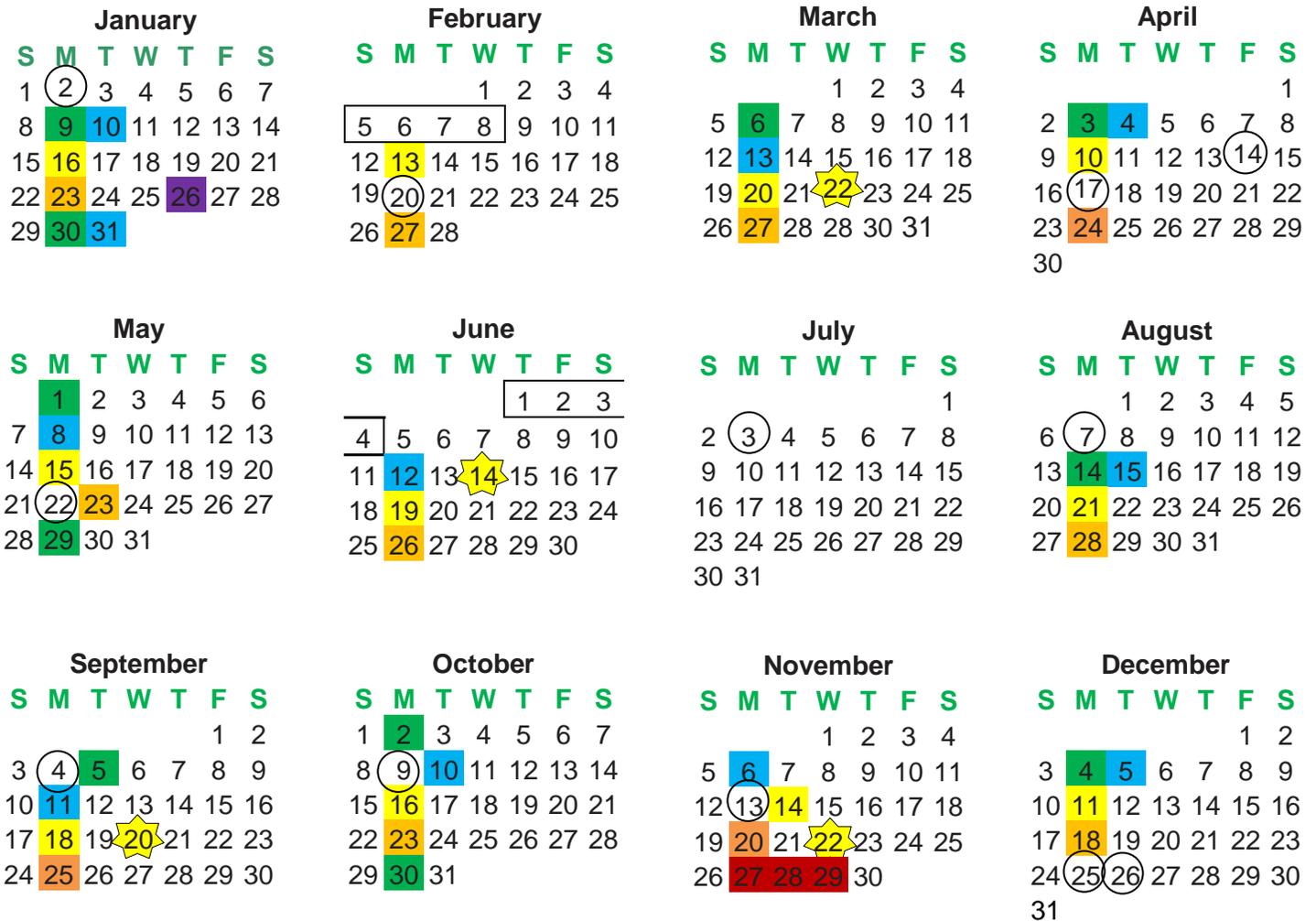
### Report Approval

Written and Approved by: Joanne Sproule, City Clerk

Report - 2017 City Council and Committee Meeting Schedule.docx



# 2017 Council and Committee Meeting Calendar



SPC – **PD&CS** 9:00 a.m. / **Finance** 2:00 p.m.  
 SPC – **Transportation** 9:00 a.m. / **EU&CS** 2:00 p.m.  
**Governance and Priorities** Committee – 1:00 p.m.  
**City Council** – Regular Business 1:00 p.m., Public Hearing 6:00 p.m.  
**Strategic Planning Session** – 9:00 a.m.  
**Business Plan and Budget Review** – 1:00 p.m.

SUMA Feb. 5-8 (Saskatoon)

FCM June 1-4 (Ottawa)

○ Stat Holidays      ★ Special Joint GPC (if required) – 1:00 p.m. – 6:00 p.m.