

# CITY OF SASKATOON COUNCIL POLICY

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NUMBER  
C01-029

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<b>POLICY TITLE</b> <i>City Council Strategic Priority &amp; Leadership Initiative</i>	<b>ADOPTED BY:</b> <i>City Council</i>	<b>EFFECTIVE DATE</b> <i>November 18, 2019</i>
		<b>UPDATED TO</b>
<b>ORIGIN/AUTHORITY</b> <i>City Council Resolution of April 24, 2017; City Council Resolution of November 27/28, 2017 (Business Plan &amp; Budget Deliberations), item 9.5.2 of Governance and Priorities Committee Report Nov 18, 2019.</i>	<b>CITY FILE NO.</b> CK 116-001	<b>PAGE NUMBER</b> 1 of 9

## 1. POLICY STATEMENT/ PREAMBLE

City Council ~~may~~has adopted ~~a new approach to leadership. In doing so, it has identified~~ and approved ~~ten (10)~~ Strategic Priority Areas. It ~~may~~has designated a Council Member Lead for each Strategic Priority Area to undertake a leadership role to address certain challenges facing the City of Saskatoon and the community. This ~~new~~ approach empowers Council Members to take ~~a~~ leadership roles with respect to ~~Projects in~~ achieving the City's objectives in their Priority Areas.

## 2. PURPOSE

The purpose of this Policy is to establish:

- a) A designation process for Council Member Leads to the Strategic Priority Areas;
- b) The role and limits of authority for the Council Member Leads;
- c) A reporting procedure for Council Member Leads to report to City Council with respect to their designated Strategic Priority Area;
- d) A fund to be accessed by Council Member Leads in relation to their identified Strategic Priority Areas; and

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- e) An approval process for Council Member Leads to access funding in relation to Special Projects they wish to undertake pursuant to their Strategic Priority Areas, ~~including the establishment of parameters for special working groups.~~

### 3. DEFINITIONS

- 3.1 “Council Member Lead” means the member(s) of City Council designated as the lead in a Strategic Priority Area.
- 3.2 “Governance and Priorities Committee” means the Committee established pursuant to section 76 of City of Saskatoon Bylaw 9170, *The Procedures and Committees Bylaw, 2014*.
- 3.3 “Special Projects” means engagement with stakeholders, activities, actions, meetings, forums or other similar initiatives.
- 3.4 “Strategic Priority Areas” means the set of issues, services, or program areas as established in this Policy ~~and described in Schedule “A”.~~
- 3.5 “The Strategic Priority Fund” means the capital project fund that City Council may approve or allocate, from time to time, that is specifically related to financing projects related to Strategic Priority Areas as established by this Policy.

### 4. ESTABLISHING STRATEGIC PRIORITY AREAS

City Council may complete a strategic planning exercise ~~on a four (4) year cycle~~ to establish City Council’s ~~four (4) year~~ Strategic Priority Areas. The Strategic Priority Areas are determined and assigned to the Mayor or Councillors through resolution of City Council, as described on Schedule “A” to this Policy.

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## 5. DESIGNATION OF COUNCIL MEMBER LEADS

City Council may, by ~~public~~ resolution, designate Council Member Leads to each Strategic Priority Area. ~~Such designations shall be made not later than one (1) year after the start of a new Council term.~~ Subject to City Council approval, more than one (1) Council ~~M~~member Lead may be designated to lead a Strategic Priority Area.

## 6. ROLE OF COUNCIL MEMBER LEADS

### 6.1 Council Authority

In accordance with *The Cities Act*, the City is required to act through City Council. City Council may exercise its powers by passing bylaws or resolutions. This Policy does not authorize a Council Member Lead to deviate from the provisions of *The Cities Act*. All Special Projects undertaken by the Council Member Lead must be approved by City Council in advance or be in accordance with the bylaws, resolutions, or direction of City Council.

### 6.2 Spokesperson

Council Member Leads are intended to act as a spokesperson and leader in their Strategic Priority Area. However, Council Member Leads are speaking on behalf of City Council, in relation to their designated Strategic Priority Area. Council Member Leads must follow the bylaws, resolutions or direction of City Council when engaging with stakeholders, undertaking Special Projects, or speaking on behalf of City Council.

Members of Council may have personal views that differ from the direction of City Council. When speaking as the Council Member Lead of a Strategy Priority Area, the Council Member Lead must follow the bylaws, resolutions or direction of City Council. However, outside of that role, members of City Council may express their personal view subject to the relevant policies, rules and bylaws of City Council with respect to conduct of City Council, but the Council Member Lead should make it clear that

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they are not speaking as the Council Member Lead of their Strategic Priority Area when expressing their personal views.

## 6.3 Strategic Plan Leadership Role~~Future Direction~~

During the strategic planning process, once City Council has determined their Strategic Priority Areas and assigned a Council Member Lead to an area, the Council Member Lead will work with the Administration to develop the section of the strategic plan pertaining to their Strategic Priority Area.

Drafts will be presented to and discussed with their City Council colleagues periodically throughout the process, and the Council Member Lead will work with the Administration to evolve that section of the strategic plan to reflect the feedback received.

When the strategic plan is ready to be presented publicly to City Council, each Council Member Lead will introduce their section of the plan. The strategic plan is subject to the approval of City Council.

~~In accordance with section 6.1, Council Member Leads cannot commit the City or Council to a future direction in their designated Strategic Priority Area.~~

## 6.4 No Direction of City Staff

Council Member Leads are not permitted to direct City staff to undertake work~~Projects~~ in their Strategic Priority Area. The Council Member Lead and the administrative staff assigned to the area will work collaboratively together to achieve City Council's vision and objectives as described in the strategic plan. ~~unless City Council approval has been given for the Project. In the event the Project has been approved by City Council, the use of City staff may be allowed with permission of the City Manager or designate.~~

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Should the Council Member Lead receive approval from City Council to undertake a Special Project, utilization of City staff is allowable as described in the Special Project report.

## 6.5 Communications & Engagement

All communication from Council Member Leads shall follow the standards set by the City's Communications & Public Engagement Department~~Division~~.

## 6.6 Regular Meetings

Each Council Member Lead shall meet with the Administration at least quarterly to discuss their Strategic Priority Area. The Council Member Lead may request more frequent meetings and a schedule shall be agreed to by the Council Member Lead and the Administration.

## 7. REPORTING PROCEDURE

### 7.1 For Updates and Approval of Initiatives, Projects or Activities

#### 7.1.1 Quarterly Public Updates

Council Member Leads may provide a verbal or written report to City Council through the Governance and Priorities Committee, a minimum of once and a maximum of twice per year, on a quarterly basis, to provide a high-level update on the Special Projects in their Strategic Priority Area.

The updates are intended to provide City Council and the public with an update on various initiatives completed, underway or upcoming related to achievement of City Council's vision as outlined in the strategic plan.

~~The first annual quarterly update may also include an outline of the:~~

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- ~~a) Outcome measures used for each Strategic Priority Area and associated Projects;~~
- ~~b) Any established indicators which provide a basis for performance measurement in future reports; and~~
- ~~c) Other strategic plans used in the Strategic Priority Area and the results thereof.~~

## 7.1.2 Approval of Projects & Engagement

~~Should a Council Member Leads must wish to undertake a Special Project, they must first~~ provide a written report to City Council through the Governance and Priorities Committee for the approval of Special Projects related to their designated Strategic Priority Area ~~if City Council has not already approved the Project. The Special Project will only proceed should City Council formally approve the application.~~

## ~~8. WORKING GROUPS~~

~~Council Member Leads may engage in a Project related to their designated Strategic Priority Area and may form special working groups to assist in a Project. Council Member Leads will be responsible for determining the mandate and the make-up of the special working groups. Special working groups may include: the Council Member Lead, members of the Administration, and any external stakeholders or partners the relevant Project may have. The working groups are subject to all other provisions of this Policy.~~

## ~~98. STRATEGIC PRIORITY FUND~~

### ~~98.1 Establishment~~

City Council hereby establishes the Strategic Priority Fund. The Strategic Priority Fund is separate and apart from the Communications and Constituency Relations Allowance established by Policy No. C01-027, *Communications and Constituency Relations Allowance*. The Strategic

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Priority Fund is intended to assist Council Member Leads in fulfilling their role as a spokesperson for City Council with respect to approved Special Projects in their designated Strategic Priority Area. Council Member Leads should not apply to the Strategic Priority Fund instead of using their Communications and Constituency Relations Allowance where that fund would be more appropriate.

## 98.2 Unused Funds

Any unused monies advanced from the Strategic Priority Fund will be returned to the Fund at the completion of the Special Project.

## 98.3 Applications

Council Member Leads will be able to apply to the Governance and Priorities Committee for funding from the Strategic Priority Fund for a Special Project related to their designated Strategic Priority Area.

## 98.4 Application Form

Council Member Leads will use the application form attached as Schedule "AB" to apply for funding from the Strategic Priority Fund. The application form will set out, among other things:

- a) The sponsor(s) of the Special Project;
- b) The amount of money requested and a detailed budget of the Special Project;
- c) The purpose of the Special Project;
- d) The importance of the Special Project and how it advances the work within one (1) or more Priority Areas;
- e) The timeline of the Special Project;

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- f) A list of external partners or stakeholders for the Special Project, including any funds/resources that have been allocated from the partner(s) or stakeholder(s) to the Special Project; and
- g) Any preliminary work already completed on the Special Project.

## 98.5 City Clerk's Office

The City Clerk will provide updates at the Governance and Priorities Committee meetings outlined in subsection 7.1.1 of this Policy on the Special Projects that have already been funded in each Strategic Priority Area and the balance of the Strategic Priority Fund.

## 409. RESPONSIBILITIES

### 409.1 City Council

City Council shall be responsible for:

- a) Designating Council Member Leads to each Strategic Priority Area by public resolution;
- b) Reviewing and, where appropriate, approving any reports from Council Member Leads relating to their Strategic Priority Area;
- c) Reviewing the Strategic Priority Areas on an ongoing basis and, if appropriate, amending this Policy; and
- d) Reviewing and, where appropriate, approving amendments to this Policy.

### 409.2 Council Member Leads

Council Member Leads will be responsible for:

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- a) Taking a role in stakeholder and ~~public~~citizen engagement in their designated Strategic Priority Area in accordance with section 6 of this Policy;
- b) Reporting to City Council for approval of Special Projects within their Strategic Priority Area should they wish to initiate a Special Project;
- ~~c) Establishing any working groups that may be required in accordance with section 8 of this Policy;~~
- cd) Providing quarterly written updates, as required, to City Council through the Governance and Priorities Committee on their designated Strategic Priority Area outlining the high-level activities and future plans within their Strategic Priority Area as outlined in subsection 7.1.1 of this Policy;
- de) Submitting applications to the Governance and Priorities Committee for approval of spending out of the Strategic Priority Fund relating to Special Projects approved by City Council, pursuant to section 9.4 of this Policy.

## ~~409.3~~ City Clerk's Office

The City Clerk's Office shall be responsible for:

- a) Reporting to the Governance and Priorities Committee as required pursuant to this Policy; and
- b) Administering the Strategic Priorities Fund and the process of applying to the Governance and Priorities Committee for funding.

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## ~~109~~.4 Governance and Priorities Committee

The Governance and Priorities Committee shall be responsible for reviewing applications to the Strategic Priorities Fund and, where applicable, approving such applications.

## ~~Schedule “A”~~

### ~~Strategic Priority Areas City Council Term 2016 – 2020~~

~~City Council has resolved that the Strategic Priority Areas for the 2016-2020 Council term are as follows:~~

~~1 — Community Safety and Wellbeing~~

~~City Council is prioritizing an integrated and effective system of services to promote community safety and wellbeing.~~

~~2 — Core Services~~

~~City Council is prioritizing continued improvement on the efficacy of core public services to maximize the benefit for citizens and visitors in the City.~~

~~3 — Economic Development~~

~~City Council is prioritizing strategic economic development that will position the City to succeed in a rapidly evolving 21<sup>st</sup> century global economy.~~

~~4 — Environmental Sustainability~~

~~City Council is prioritizing the reduction of, among other things, greenhouse gas emissions from the boundaries of the City and the promotion of energy conservation, renewable energy and waste diversion.~~

~~5 — Information Technology~~

~~City Council is prioritizing information technology as a means to improve citizens' interactions with the City and City operations through both short-term continuous improvement to existing systems and through long-term strategies.~~

~~6 — Reconciliation, Inclusion and Diversity~~

~~City Council is prioritizing work to foster inclusive community, while promoting new paths towards greater partnerships, cooperation and respect among all citizens and visitors within the City.~~

~~7~~ Recreation, Culture and Leisure

~~City Council is prioritizing the development of recreation, culture and leisure to support the citizen health and enjoyment within the City, throughout all seasons.~~

~~8~~ Regional Planning

~~City Council is prioritizing the development of a vibrant, competitive and well planned region, built on partnerships with surrounding municipalities and First Nations and Métis groups.~~

~~9~~ Transportation

~~City Council is prioritizing the development of a mobility strategy that will serve our city and support enhanced transportation options.~~

~~10~~ Downtown Development

~~City Council is prioritizing creating the conditions to bring more people, jobs, stores, restaurants and amenities into the downtown area of the City.~~

## Schedule “**AB**”

### APPLICATION FORM STRATEGIC PRIORITY FUND CITY COUNCIL STRATEGIC PLANNING & LEADERSHIP INITIATIVE

COUNCIL LEAD(S): [Click here to enter text.](#)

PROJECT TITLE: [Click here to enter text.](#)

PROJECT SPONSOR: [Click here to enter text.](#)

AMOUNT REQUESTED: [Click here to enter text.](#)

DATE OF APPLICATION: [Click here to enter a date.](#)

#### PROJECT DESCRIPTION

PURPOSE OF THE PROJECT: [Click here to enter text.](#)

HOW IT ADVANCES THE WORK WITHIN THE PRIORITY AREA(S): [Click here to enter text.](#)

PARTNER(S) INVOLVED: [Click here to enter text.](#)

FUNDING PROVIDED BY PARTNER(S): [Click here to enter text.](#)

DETAILED BUDGET OF THE PROJECT: [Click here to enter text.](#)

PRELIMINARY WORK COMPLETED: [Click here to enter text.](#)

COMPLETION TIMELINE: [Click here to enter text.](#)

OTHER: [Click here to enter text.](#)

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City Clerk’s Office Use only:

The Governance and Priorities Committee considered this application at its meeting held on [Click here to enter a date.](#) and resolved:

“ \_\_\_\_\_ ”