

Ministry of Government Relations

Assessment Appeal Consultations

Final Report
September 6, 2019

Prepared for:

**MINISTRY OF GOVERNMENT
RELATIONS**
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PROJECT BACKGROUND

In recent years, the Government of Saskatchewan has been receiving a number of complaints from the assessment appeal community with regard to the efficiency and effectiveness of the current property assessment appeal system. Stakeholders see significant challenges arising from the quality of hearings, lack of a proper record of the hearing, and unsubstantiated decisions made at the board of revision level.

These complaints have prompted the Ministry of Government Relations (Ministry) to review the assessment appeal process, specifically at the board of revision level, to understand the challenges and opportunities for improvement.

ENGAGEMENT OVERVIEW

The Ministry engaged Praxis Consulting Ltd. to conduct a series of consultations with key stakeholders to review the board of revision level of the assessment process. Praxis undertook the following process to meet project objectives:



The project phases are described in greater detail below:

1. Project Initiation and Planning (May and June 2019)

As a critical first step in this engagement, Praxis worked with the Ministry to formally establish a project team. Individual team members included:

Ministry of Government Relations:

- Elissa Aitken (Executive Director – Policy and Program Services)
- Melissa McCloy (Senior Property Tax & Assessment Policy Analyst)
- Norman Magnin (Director, Property Assessment & Taxation)

Praxis Consulting:

- Valerie Sluth (Project Lead)
- Danielle Lane (Project Support)

Once established, the project team met to confirm project objectives, identify key stakeholder groups, finalize the project workplan, and establish project roles.

2. Stakeholder Interviews (June 2019)

Praxis undertook eight (8) 45-minute phone interviews with key stakeholders. The purpose of these interviews was to gather candid information from individuals well-versed in the current model.

Participants were chosen by the project team to ensure sufficient representation from the various parties involved in the assessment appeal process. They were invited to participate by email, and a

representative from each of the following eight stakeholder groups agreed to participate:

- Altus Group
- City of Regina
- City of Saskatoon
- GK Plus
- Rural Municipal Administrators' Association (RMAA)
- Saskatchewan Assessment Management Agency (SAMA)
- Saskatchewan Municipal Board (SMB)
- Urban Municipal Administrators Association of Saskatchewan (UMAAS)

The protocol utilized in the interviews and a full list of participants can be found in [Appendix A](#). The data gathered from these interviews was used to inform the design of the first stakeholder session held on July 10, 2019.

3. Secretary Focus Group (July 4th)

Board of Revision secretaries play an important role in the assessment appeal system. Typically, they are responsible for reviewing appeals to ensure compliance with legislation, coordinating the logistics of the hearings, recording the hearings, and circulating decisions to either the next level (SMB) or the appellant.

On July 4th, 2019, Praxis undertook a two-hour virtual focus group with six (6) secretaries representing the following municipalities:

- City of Regina
- City of Saskatoon
- City of Swift Current

- City of Warman
- Town of Rosetown

Secretary names were brought forward by various stakeholders, including SAMA, SARM, and the City of Regina. The secretaries were invited to participate via email. The protocol used during this focus group, along with a full list of participants, can be found in [Appendix B](#).

4. Board of Revision Member Focus Group (July 4th)

Following the secretary focus group, Praxis conducted a similar focus group with board of revision members. This consultation was also conducted virtually over a length of two hours.

Board member names were brought forward by various stakeholders, including SAMA, SARM, and the City of Regina. Board members were invited to participate via email. Nine (9) board members representing the following municipalities were in attendance:

- City of Prince Albert
- City of Saskatoon
- City of Swift Current
- District of Lumsden
- Kelvington Area
- Town of Kerrobert
- Town of La Ronge

The protocol for this consultation, as well as a full list of participants, can be found in [Appendix C](#).

5. Stakeholder Meeting #1 (July 10th)

On July 10th, Praxis held a three-hour stakeholder consultation at the Travelodge Hotel in Regina. The objectives of the session were as follows:

- To understand various inefficiencies and challenges in the current appeal process.
- To determine the level of support for a revised board of revision model.
- To explore how a new model could be structured.

Invitations were sent out via email. A total of twenty-eight (28) stakeholders participated, including representation from the following groups:

- Altus Group
- Brunsdon Lawrek
- City of Prince Albert
- City of Regina
- City of Saskatoon
- City of Swift Current
- GK Plus
- Ministry of Government Relations
- Rural Municipal Administrators' Association (RMAA)
- Saskatchewan Assessment Management Agency (SAMA)
- Saskatchewan Association of Rural Municipalities (SARM)

- Saskatchewan Municipal Board (SMB)
- Saskatchewan Urban Municipalities Association (SUMA)
- Urban Municipal Administrators Association of Saskatchewan (UMAAS)

The agenda for this session, along with a full list of participants, can be found in [Appendix D](#).

6. Administrator Meeting (August 15, 2019)

On August 15th, Praxis held a two-hour facilitated session with municipal administrators at the Travelodge Hotel in Regina.

These individuals are typically responsible for sourcing a board of revision for their respective municipality. They have a unique perspective on the appeal process and as such it was important that their opinions be included in the process.

Administrators were invited to attend through an email invitation circulated by RMAA and UMAAS. Twelve (12) individuals were in attendance from the following municipalities:

- R.M. of Browning No. 34 and Town of Lampman
- Town of Central Butte
- Town of Churchbridge
- Town of Gravelbourg
- Town of Moosomin
- Town of Pilot Butte
- Village of Wee Too Beach

The session agenda, along with a full list of participants, can be found in [Appendix E](#).

7. Stakeholder Meeting #2 (August 15, 2019)

On the same day as the administrator meeting, Praxis held a second three-hour consultation with a broad selection of key stakeholders.

The objectives of the session were as follows:

- To validate the principles for a revised model.
- To draw on findings to date to design model options for selected appeal scenarios.
- To explore implementation in terms of approach, timing, and change management.

Participants were invited via email. A total of twenty-five (25) stakeholders were in attendance, including representation from the following groups:

- Altus Group
- City of Prince Albert
- City of Regina
- City of Saskatoon
- GK Plus
- Ministry of Government Relations

- Rural Municipal Administrators' Association (RMAA)
- Saskatchewan Assessment Management Agency (SAMA)
- Saskatchewan Association of Rural Municipalities (SARM)
- Saskatchewan Municipal Board (SMB)
- Saskatchewan Urban Municipalities Association (SUMA)
- Urban Municipal Administrators Association of Saskatchewan (UMAAS)

The session agenda, along with a full list of participants, can be found in [Appendix F](#).

8. Final Report Development (August 2019)

Using all information gathered over the course of the engagement, Praxis drafted a final report to be presented to the Ministry.

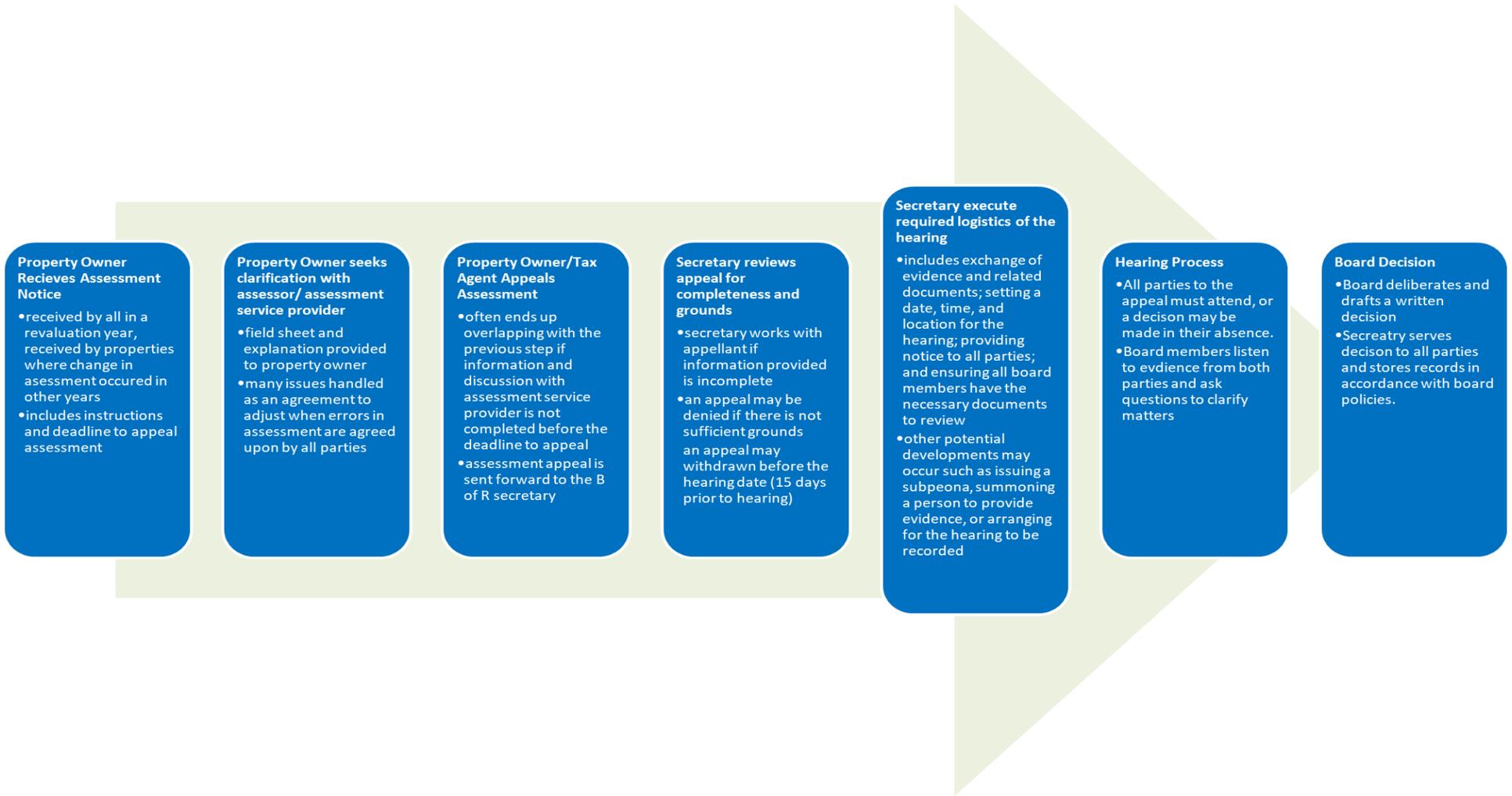
Additional Data Collection

In addition to the data gathered through the consultations outlined above, the Ministry administered a survey that was disseminated through *Municipalities Today* – a digital newsletter often accessed by municipal administrators. This survey received 42 responses, bringing the total number of individuals consulted to over 100. The survey data is not included in this report.

ENGAGEMENT FINDINGS

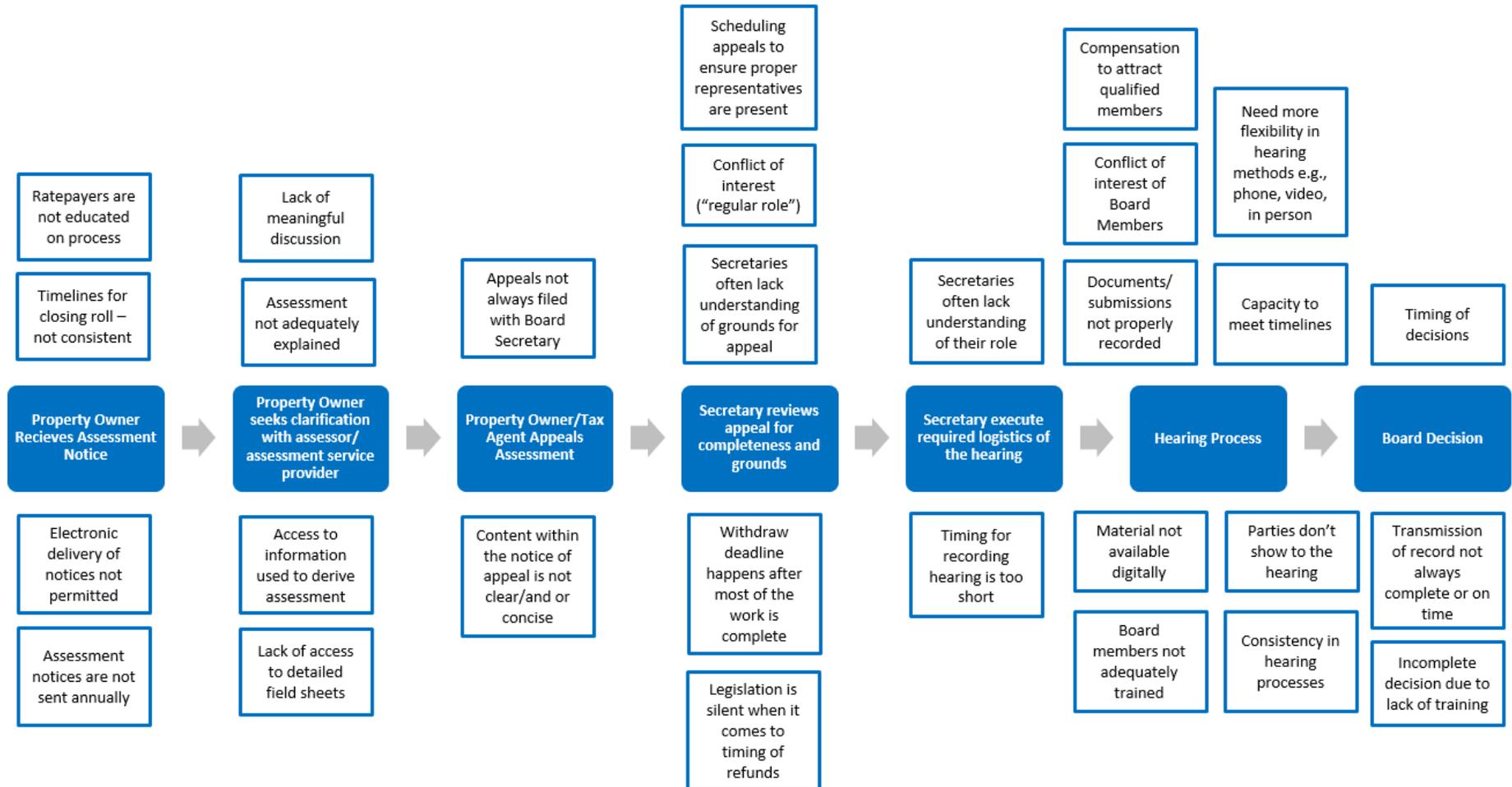
PROCESS MAPPING

The Ministry provided Praxis with the process map below, which depicts the primary steps associated with the Board of Revision level of the assessment appeal system.



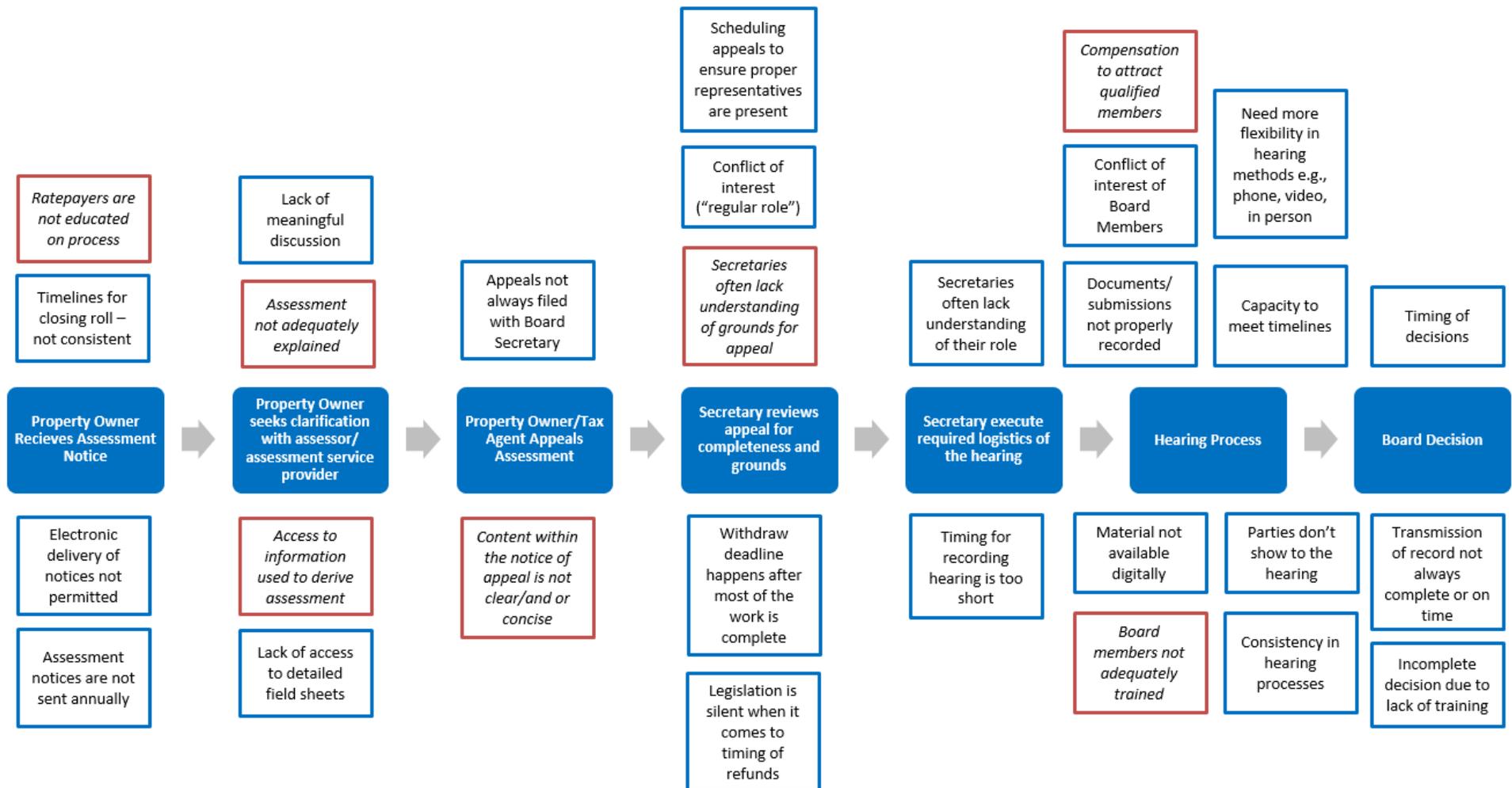
In order to work toward solutions for an improved model, it was first critical to understand the challenges associated with the current system.

During the stakeholder session on July 10th, participants were asked to identify friction points associated with the process. In random groups, participants were given twenty minutes to identify challenges and place them with the corresponding step in the process. The following data was gathered:



At both the administrator and stakeholder meetings on August 15th, participants were asked to further explore this process map. Specifically, participants were invited to individually prioritize the friction points identified on July 10th.

On the process map below, the red squares with *italic* font represent those friction points that were ranked most frequently.



WHY THE NEED FOR CHANGE?

In addition to the process mapping exercise, interview, focus group, and meeting participants were asked to identify high-level issues facing the current model. They brought forward a number of concerns. These concerns are summarized into the broad themes below.

1) Objectivity

Objectivity and neutrality of board of revision members is a major concern. It can be difficult for board members to hear an appeal while avoiding personal bias. This is especially true for small municipality boards, where individuals are appointed to hear appeals within their community. It was also noted that the method in which Board members are appointed does not necessarily protect against political interference.

2) Qualified Board of Revision Members

Recruitment of trained and qualified board members is a challenge for many boards. This is predominantly true for small municipality boards, but in some cases, larger municipalities struggle with this as well. The assessment appeal process is complex; it cannot be learned overnight. Further, there are professional competencies that contribute to a strong board makeup.

Participants flagged the following as important skills, competencies, and backgrounds that contribute to a strong and balanced board of revision:

- Legal expertise

- A robust understanding of the assessment system
- Real estate experience
- Statistics knowledge
- Math/analytical skills
- Council experience
- Experience in administrating tribunals
- A strong understanding of applicable legislation

3) Quality of Appeals

Many participants voiced concerns about the quality of the appeal documents coming from the board of revision level. In many cases, the appeal documents are not well-written, do not comply with legislation, or do not include the rationale or evidence to support a decision. This creates inefficiencies in the system as the Saskatchewan Municipal Board receives appeal decisions that are incomplete or incorrect all together.

4) Consistency of Appeals

Often, similar situations are treated differently depending on the board. Training and qualifications are not consistent across the province, which makes for inconsistent decisions. Further, the content presented within an appeal is not consistent, which makes it difficult for the Saskatchewan Municipal Board to assume its role effectively.

5) Compliance with Legislation

The timelines within the legislation make it difficult for various parties to comply. While urban centres are given 180 days to

resolve their appeals, municipalities are given 90 days. Some municipalities assess appeals that are equally as complex as those of the urban centres, and some stakeholders feel that their windows should be equal. Further, stakeholders voiced concerns about legislative enforcement. Specifically, there are no consequences imposed when a legislative deadline is missed.

6) Timeliness

Given the chain-reaction nature of the assessment appeal process, one missed deadline is likely to delay the entire process. Further, since appeal deadlines are not staggered, Boards could find themselves assessing a large volume of appeals at one time, which can further delay the process. Assessors are also very busy, which makes scheduling hearings very difficult.

7) Oversight / enforcement

While multiple parties are involved in the assessment appeal process, no one entity is tasked with oversight. This results in unstandardized processes, little to no enforcement of legislation, and inconsistency among board decisions. Stakeholders unanimously agreed that oversight of the system by an objective third-party is needed to address many of the challenges with the current process.

PRINCIPLES

Using the challenge areas identified by stakeholders, eight (8) principles were created and should serve as the foundation for any changes to the current model. These principles were validated with the administrators and stakeholders during the August 15th meetings.

- 1. Objectivity / Conflict of Interest Avoidance** – *Changes should reduce potential for biased decision-making at the board of revision level.*
- 2. Efficiency** – *Changes should not create additional inefficiencies or bottlenecks and should serve to make the process more efficient.*
- 3. Timeliness** – *Any change to the process must ensure that timelines within legislation can be reasonably met.*
- 4. Consistency** – *Any modification to the process must lead to consistency and fairness of the appeal process across all municipalities.*
- 5. Accuracy** – *Changes should serve to support accurate appeal documents rendered at the board of revision level.*
- 6. Transparency** – *Changes should allow for a more transparent system that is understood by a broader range of stakeholders, e.g., ratepayers, administrators, etc.*
- 7. Competency** – *Changes should ensure decision-makers have the competency required to render decisions.*

- 8. Autonomy / Flexibility** – *Changes should continue to allow municipalities to choose the approach that works best for their community.*

OPTIONS FOR CONSIDERATION

During the focus groups, meetings, and interviews, participants were encouraged to devise options for an improved assessment appeal model, specifically at the board of revision level.

Eight categories were explored, and participants put forward options within each category.

Structure

- a. Freedom to choose model (Status Quo)
- b. Regional – boards assigned to a geographic area
- c. Skills-based – board assigned based on type of appeal
- d. Provincial board (tax court model)
- e. Ad hoc board (list of qualified members for each municipality to choose from)

Oversight (regulatory and compliance)

- a. No central oversight (Status Quo)
- b. Government of Saskatchewan
- c. New entity managed by a board with representatives from Government of Saskatchewan, SUMA, and SARM

Appointment of Chair

- a. Municipalities (Status Quo)
- b. Government of Saskatchewan
- c. Government of Saskatchewan along with SUMA, SARM, etc.
- d. Oversight Body

Appointment of Board Members

- a. Municipalities (Status Quo)
- b. Government of Saskatchewan
- c. Government of Saskatchewan along with SUMA, SARM, etc.
- d. Oversight Body

Appointment of Secretary

- a. Municipalities (Status Quo)
- b. Government of Saskatchewan
- c. Government of Saskatchewan along with SUMA, SARM, etc.
- d. Oversight Body

Funding model

- a. Pay per use model
- b. SARM/SUMA fund
- c. Municipalities pay a requisition based on percentage of taxable assessment in province
- d. Municipal levy

Method of conducting a hearing

- a. In-person only (Status Quo)
- b. Virtual or in-person
- c. In writing or in-person only
- d. In writing, virtual, or in person

Training

- a. No requirements, but training materials available (Status Quo)
- b. Mandatory training – approved training providers/ courses to choose from
- c. Mandatory training – specifically developed by Government of Saskatchewan for Boards of Revision in Saskatchewan
- d. Mandatory training – specifically developed by the oversight body for boards of revision in Saskatchewan

SUGGESTIONS FOR A REVISED MODEL

The consultations conducted throughout the engagement resulted in a number of issues with the current process. Most participants agreed that some degree of change is required. The final consultation on August 15th resulted in suggested solutions and clear themes for change.

The findings have been divided into two categories. Primary suggestions are those solutions that garnered considerable support through extensive conversation. Secondary suggestions were those ideas that garnered less conversation but had a degree of support within the groups.

Primary Suggestions

Maintain Autonomy

The current model allows for substantial flexibility; municipalities have the freedom to choose the model that works best for them, whether it be a local board of revision, a regional board spanning multiple municipalities, or the board function outsourced to a private supplier. While some municipalities encounter challenges with their local boards, others have found their approach to be working well. As such, most stakeholders feel that a universal model is not appropriate, and that individual municipalities should be permitted to choose the model that works best for their respective municipality.

Bypass Option for Complex Cases

While a local board may suffice in certain circumstances, participants saw the need for additional skills to hear complex cases. For example, a local board of revision may not have the experience or capacity to hear a case related to a large, commercial entity.

To address this concern, most stakeholders agreed that a provincial board would be necessary for complex appeals. In accordance with current legislation, local boards should be able to request that an appeal is bypassed, either directly to the Saskatchewan Municipal Board or to a new provincial entity, when they do not feel that they have the necessary competencies to hear the appeal.

Increased Training and Enforcement

Inadequate training at the board of revision level was highlighted as a key concern for nearly all stakeholders. While training and resources for secretaries and board members do exist, there are no minimum standards in place. As such, board members and secretaries have varying levels of training and knowledge, which can result in a risk of inaccurate and inconsistent decision making.

Stakeholders agreed that status quo is not acceptable, and that secretaries, board members, and chairs ought to be provided with the tools and training necessary to undertake their roles effectively. Whether it be through a list of qualified training providers or a

training program provided directly by the Ministry, stakeholders feel that training should be mandatory and enforced.

Stakeholders recognized that some board members are well-trained and already have the skills necessary to undertake their roles effectively. It was suggested and agreed that such members could apply to be exempt from the training, although approval would not be guaranteed.

Oversight

Stakeholders unanimously agreed that oversight of the system by an objective third-party is needed. The suggested group responsible for oversight, however, was not the same for everyone. Many proposed that the Ministry of Government Relations play a leadership role, while others suggested a joint committee comprised of the Ministry of Government Relations, SARM, and SUMA. A few stakeholders suggested that this could be outsourced all together.

Change Management

Stakeholders agreed that, if substantial change were to be implemented, it could not be done in absence of the parties impacted by the change. They suggested that an oversight committee be struck to oversee the change. This could include representation from the following stakeholders:

- Ministry of Government Relations
- Rural Municipal Administrators' Association (RMAA)

- Saskatchewan Association of Rural Municipalities (SAMA)
- Saskatchewan Urban Municipalities Association (SUMA)
- Taxpayer Representation
- Urban Municipal Administrators Association of Saskatchewan (UMAAS)
- Other relevant organizations, such as the Saskatchewan Chamber of Commerce, the Regina Hotels Association, the Regina Downtown Business Improvement District, etc.

Secondary Suggestions

Provincial Registrar

Some stakeholders felt that a provincial registrar office may alleviate some friction points in the system. Essentially, this office would assume responsibility of reviewing all appeals, assessing validity of the appeal and compliance with legislation, and sending the appeal to the appropriate board of revision.

Affordability

Recognizing that some of the proposed changes would have cost implications, stakeholders stressed the importance of affordability for both municipalities and appellants. Most stakeholders felt that a pay per use model for a provincial board would be the most fair and effective funding model.

CONCLUSION

The Ministry engaged Praxis Consulting Ltd. to conduct a series of consultations with key stakeholders to review the Board of Revision level of the assessment process. The consultations included interviews, focus groups, and facilitated sessions. Over twenty-five municipalities and organizations were represented through these consultations.

The consultations uncovered a number of issues with the current process. Most participants agreed that some degree of change is required to improve the current assessment appeal system.

Many stakeholders were actively engaged in the process; they were eager to participate in consultations and provide their input. Now that change is anticipated, it is critical to maintain momentum so that change readiness is not lost.



APPENDIX A – STAKEHOLDER INTERVIEW PROTOCOL AND PARTICIPANTS (JUNE 2019)

Questions:

1. Tell me about the current assessment appeal process.
2. Tell me about the role of your organization in this current model.
3. In your experience with the current assessment appeal system, what do you believe is working especially well?
4. In your opinion, what is not working well about the current model?
5. In your opinion, what training is required to ensure board of revision members can effectively address appeals?
6. What could a new board of revision model look like, e.g., number of boards, locations of hearings, etc.?
7. How do you think the new model should be funded?
8. Who do you think should have oversight of the system? (province, municipalities, associations, joint responsibility?)
9. Who should appoint secretaries? (Minister of GR, municipal council, Municipal associations, joint, other?)
10. What role should your organization play in this new model?
11. Do you have any closing comments?

Participant	Organization
Dianne Ford	SMB
Garry Coleman	Atlus Group
Gerry Krismer	City of Regina
Darcy Huisman	City of Saskatoon
Irwin Blank	SAMA
Clint Krismer	GK Plus
Doran Scott	RMAA
Richard Dolezar	UMAAS

APPENDIX B - SECRETARY FOCUS GROUP PROTOCOL AND PARTICIPANTS (JULY 4TH, 2019)

1. Round Table Introductions
 - a. Name
 - b. Municipality & structure (local board or regional board)
 - c. Years on the Board
 - d. Profession outside of Board (if applicable)
2. Consider your experience with the current assessment appeal system. What do you believe is working especially well?
3. In your opinion, what is not working well about the current model?
4. What training is required to ensure board of revision members can effectively address appeals?
5. If the model were to be changed, what would you recommend to be more effective in addressing appeals, e.g., number of boards, locations of hearings, etc.?
 - a. How would your new model be funded?
 - b. Who do you think should have oversight of the overall appeal system? (GOS, municipalities, associations, joint responsibility?)
 - c. Who should appoint board members (Minister of GR, municipal council, Municipal associations, joint, other)?
 - d. Who should appoint secretaries (Minister of GR, municipal council, Municipal associations, joint, other)?
 - e. What are the risks associated with this model?
 - f. What issues does this model resolve?
6. Do you have any closing comments?

Participant	Municipality/Organization
Jim Nichol	City of Regina
Ashley Thompson	City of Regina
Shellie Bryant	City of Saskatoon
Louise Hall	City of Swift Current
Amanda Bors	Town of Rosetown
Mike Ligtermoet	City of Warman
Melissa McCloy – <i>observing only</i>	Ministry of Government Relations

APPENDIX C – BOARD OF REVISION FOCUS GROUP PROTOCOL AND PARTICIPANTS (JULY 4TH, 2019)

7. Round Table Introductions
 - a. Name
 - b. Municipality & structure (local board or regional board)
 - c. Years on the Board
 - d. Profession outside of Board (if applicable)
8. Consider your experience with the current assessment appeal system. What do you believe is working especially well?
9. In your opinion, what is not working well about the current model?
10. What training is required to ensure board of revision members can effectively address appeals?
11. If the model were to be changed, what would you recommend to be more effective in addressing appeals, e.g., number of boards, locations of hearings, etc.?
 - a. How would your new model be funded?
 - b. Who do you think should have oversight of the overall appeal system? (GOS, municipalities, associations, joint responsibility?)
 - c. Who should appoint board members (Minister of GR, municipal council, Municipal associations, joint, other)?
 - d. Who should appoint secretaries (Minister of GR, municipal council, Municipal associations, joint, other)?
 - e. What are the risks associated with this model?
 - f. What issues does this model resolve?
12. Do you have any closing comments?

Participant	Municipality/Organization
Adrian Deschamps	City of Saskatoon
Stella Dechaine	City of Regina
Louise Holloway	Lumsden District
Louise Hall	City of Swift Current
Joe Collison	City of Swift Current
Jackie Packet	City of Prince Albert
George Pidhaychuk	NSAD
Rick Radom	Kelvington area
Terry Dunn	Town of Kerrobert
Melissa McCloy – <i>observing only</i>	Ministry of Government Relations

APPENDIX D - STAKEHOLDER MEETING #1 AGENDA (JULY 10TH, 2019)

Time	Description	Approach
1:30 – 1:45	Welcome and Introductions <ul style="list-style-type: none"> - Session overview - Round table introductions 	Valerie Sluth
1:45 – 1:50 1:50 – 2:15 2:15 – 2:30	Review of current board of revision level process <ul style="list-style-type: none"> - Overview of current system using a process map (provided) - Challenge identification exercise <ul style="list-style-type: none"> o There are many steps to the assessment appeal process. Reflect on the process map provided and identify friction points in the existing process. o Use sticky notes provided to indicate friction points. o Report out - Generally speaking, are there overarching issues or challenges that should also be identified? 	Large Group Discussion Small Group Discussion (heterogenous groups of 6 or 7) Large Group
2:30 – 3:30	Principles for potential change <ul style="list-style-type: none"> o Objectivity/impartiality o Efficiency o Timeliness o Consistency o Accuracy o Transparency Exploring options for change <ul style="list-style-type: none"> - In your group, explore options for a new model that complies with the proposed principles above. Address the following: <ol style="list-style-type: none"> 1. Describe and name your model 2. Who should provide oversight to the process? 3. How many boards would serve the province? 4. Where would hearings be located? 5. Should there be differentiation based on property appeal type, e.g., residential, commercial, industrial, etc. 6. What training would be required for board members? 7. How would the model be funded? Consider existing funding sources. 	Large Group Discussion Small Group Discussion (heterogenous groups of 6 or 7)

3:30 – 4:15	Evaluating options <ul style="list-style-type: none"> - Report out <ul style="list-style-type: none"> ○ What do we like about this approach? ○ What concerns you? ○ Which friction points might this model resolve? ○ Which friction points does it not resolve? 	Large Group Discussion
4:15 – 4:30	Next Steps and Adjourn	Valerie Sluth

Participant	Organization	Participant	Organization
Dianne Ford	SMB	Libbey Morin	SARM
Paul McIntyre	SMB	Judy Harwood	SARM
Jessica Sentes	SMB	Steven Dribnenki	SUMA
Kris Pennete	SMB	Guy LeGrandeur	RMAA
Garry Coleman	Altus Group	Jason Chorneyko	UMAAS
Jesse Faith	Altus Group	Clint Krismer	GK Plus
Grace Muzyka	Brunsdon Lawrek	Gord Krismer	GK Plus
Gerry Krismer	City of Regina	Joanne Moser	City of Regina
Dwain Weeks	City of Regina	Kim Mclvor	RM of Edenwold
Vanessa Vaughan	City of Prince Albert		
Travis Horne	City of Saskatoon		
Kim Bodnarchuk	City of Saskatoon		
Michael Kehler	City of Swift Current		
Elissa Aitken – <i>observing only</i>	Ministry of GR		
Melissa McCloy – <i>observing only</i>	Ministry of GR		
Colleen Christopherson	Ministry of GR		
Kevin Groat	SAMA		
Todd Treslan	SAMA		
Nancy Wollner	SAMA		
Diane Thompson	SAMA		
Darwin Kanius	SAMA		

APPENDIX E - ADMINISTRATOR MEETING AGENDA AND PARTICIPANTS (AUGUST 15TH, 2019)

Time	Description	Approach
10:00 – 10:15	Welcome and Introductions <ul style="list-style-type: none"> - Session overview - Round table introductions 	Valerie Sluth
10:15 – 10:35	Setting the Context <ul style="list-style-type: none"> - Why the need for change? What we have heard. <ul style="list-style-type: none"> o Objectivity/impartiality/conflict of interest avoidance o Efficiency o Timeliness o Consistency o Accuracy o Transparency o Competency o Autonomy/flexibility to choose best option - Of the friction points identified on the process map at the back of the room, which do you consider to be of highest priority? Vote using 5 sticky dots (<i>can place all dots on one friction point if desired</i>) 	Large Group Discussion
10:35 – 11:15	Case Study Exercise <p>Case Study 1: Industrial case with provincial scope Case Study 2: Residential case with local scope Case Study 3: Commercial case with local scope Case Study 4: Complex case with regional or provincial scope</p> <ol style="list-style-type: none"> 1. Each group has been given a unique case study. While considering the principles mentioned above: <ul style="list-style-type: none"> - Build a structure using the sticky notes and flipcharts provided. - Which friction points does your model solve? 2. Report out (time permitting) 3. Change groups 4. Would you propose any modifications to the presented model? 	Small Group Exercise

Time	Description	Approach
11:15 -11:55	Exploring Implementation If your model were to be implemented... <ul style="list-style-type: none"> - What approach would you recommend, e.g., phased, stop and start, pilot, etc.? - What timing would you recommend? - Who would oversee the change? - Who would be involved, and what would their role be? Report out	Small Group Exercise (20 minutes) Large Group Discussion (20 minutes)
11:55 – 12:00	Next Steps and Adjourn	Valerie Sluth

Participant	Municipality/Organization
Joan Corneil	Town of Gravelbourg
Dena Scott	R.M. of Browning No. 34 and Town of Lampman
Jessica Franklin	R.M. of Browning No. 34 and Town of Lampman
Jadon Carnduff	R.M. of Browning No. 34 and Town of Lampman
Kyle Van Den Bosch	Town of Central Butte
Gail Meyer	Village of Wee Too Beach
Karen Byrd	Town of Pilot Butte
Jeannie Devers	Town of Pilot Butte
Tracey Hendriks	Town of Pilot Butte
Carla Kaeding	Town of Churchbridge
Paul Listrom	Town of Moosomin
Elissa Aitken – <i>observing only</i>	Ministry of Government Relations
Norm Magnin - <i>observing only</i>	Ministry of Government Relations
Melissa McCloy - <i>observing only</i>	Ministry of Government Relations

Time	Description	Approach
3:15 – 4: 15	<p>Exploring Implementation</p> <p>If your model were to be implemented...</p> <ul style="list-style-type: none"> - What approach would you recommend, e.g., phased, stop and start, pilot, etc.? - What timing would you recommend? - Who would oversee the change? - Who would be involved, and what would their role be? <p>Report out</p>	<p>Small Group Exercise (30 minutes)</p> <p>Large Group Discussion (30 minutes)</p>
4:15 – 4:30	Next Steps and Adjourn	Valerie Sluth

Participant	Organization	Participant	Organization
Chad Boyko	SMB	Nancy Wollner	SAMA
John Eberl	SMB	Diane Thompson	SAMA
Jessica Sentes	SMB	Darwin Kanius	SAMA
Gerry Krismer	SMB	Shelley Kilbride	SARM
Jesse Faith	Altus Group	Judy Harwood	SARM
Archie Fieldgate	Altus Group	Steven Dribnenki	SUMA
Vanessa Vaughan	City of Prince Albert	Guy LeGrandeur	RMAA
Jana-Marie	City of Regina	Joanne Moser	City of Regina
Jayne Krueger	City of Regina	Clint Krismer	GK Plus
Aaron Holmes-Binns	City of Regina	Gord Krismer	GK Plus
Alan Rankine	City of Saskatoon	Rodney Audette	UMAAS
Travis Horne	City of Saskatoon		
Colleen Christopherson	Ministry of GR		
Elissa Aitken – <i>observing only</i>	Ministry of GR		
Norm Magnin - <i>observing only</i>	Ministry of GR		
Melissa McCloy - <i>observing only</i>	Ministry of GR		
Myron Knafelc	SAMA		
Kevin Groat	SAMA		