



## EXECUTIVE COMMITTEE

Monday, June 24, 2019, to commence immediately following the City Council meeting  
Council Chambers, 2nd Floor, City Hall

1. CALL TO ORDER

2. REPORTS

- a. Budgeting Policy, EC-2019-0059
- b. Review of Boards, Committees and Commissions, EC-2019-0056
- c. City of Moose Jaw Communications Policy, EC-2019-0061

3. CONFIDENTIAL MATTERS

- a. Confidential Matter, EC-2019-0059

The confidential matter may be considered in closed session pursuant to section 94(2) of *The Cities Act* as it contains information that is within one or more of the exemptions in Part III of *The Local Authority Freedom of Information and Protection of Privacy Act*, in particular section 16 and 18.

- b. Confidential Procedural Matter

The confidential procedural matter may be considered in closed session pursuant to section 94(2) of *The Cities Act* as it contains information that is within one or more of the exemptions in Part III of *The Local Authority Freedom of Information and Protection of Privacy Act*, in particular section 15.

4. ADJOURNMENT

*The Next Standing Committee Meeting is scheduled for  
Monday, July 8, 2019 (provided there are items to consider).*



# City of Moose Jaw

## Letter of Communication EC-2019-0059

**TITLE:** Budgeting Policy

**TO:** Executive Committee

**FROM:** Department of Financial Services

**DATE:** June 4, 2019

**PUBLIC:** Public Document

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### **RECOMMENDATION**

THAT City Council approve the City of Moose Jaw Budgeting Policy substantially in the form attached to this report as attachment #1; and

THAT the City of Moose Jaw Budgeting Policy be inserted as Schedule "E" – Budgeting Policy in the City Administration Bylaw and brought back for City Council approval.

### **TOPIC AND PURPOSE**

The purpose of this report is to provide City Council with a policy statement which outlines and guides the annual budget process for the Operating, Capital and Equipment Budgets.

### **BACKGROUND**

The City of Moose Jaw annually prepares three budgets. Those budgets include an Operating Budget, a Capital Budget and an Equipment Budget. The budget process has typically started in early September with budgets delivered to Council by the end of December. The exception to that process has been the Equipment Budget which has often been prepared prior to the other two budgets and subsequently approved before the other budgets.

The deliberation process with City Council then gets underway in January with budget approvals ranging anywhere from February through April of the budget year. Over the years the process has been tweaked and changed to suit the needs of Council each year.

*The Cities Act* provides some guidance on the requirements of the annual Operating and Capital Budgets:

### **Adoption of Budgets**

**128(1)** A council shall adopt an operating and a capital budget for each financial year.

(2) No council shall pass a property tax bylaw with respect to a financial year unless it has adopted the operating and capital budgets for that year.

### **Contents of operating budget**

**129(1)** A city's operating budget is required to include the estimated amount of each of the following expenditures and transfers by the council for a financial year:

- (a) the amount needed to provide for the operations of the city;
- (b) the amount needed to pay all debt obligations with respect to borrowings by the city;
- (c) the amount needed to meet the sums that the city is required, by statute, to raise by levying taxes or other amounts that the city is required to pay;
- (d) if necessary, the amount needed to provide for a depreciation or depletion allowance, or both, for the city's public utilities;
- (e) the amount to be transferred to reserves;
- (f) the amount to be transferred to the capital budget;
- (g) if the total actual revenues and transfers of the city in the previous financial year are less than the total actual expenditures and transfers of the city for that same year, the amount needed to recover the unfunded portion of that deficit.

(2) A council's operating budget is required to include the estimated amount of each of the following sources of revenue and transfers for a financial year:

- (a) taxes;
- (b) grants;
- (c) transfers from the city's accumulated surplus funds or reserves;
- (d) any other source.

(3) The estimated revenue and transfers described in subsection (2) must be at least sufficient to pay the estimated expenditures and transfers described in subsection (1).

### **Contents of capital budgets**

**130** A capital budget is required to include the estimated amount of each of the following for a financial year:

- (a) the amount needed to acquire, construct, remove or improve capital property;
- (b) the anticipated sources and amounts of money to pay the costs described in clause (a).

### **Expenditure of money**

**131(1)** A city may only make an expenditure that is:

- (a) included in an operating or capital budget or otherwise authorized by its council;
- (b) for an emergency; or
- (c) legally required to be paid.

(2) A council shall establish procedures to authorize and verify expenditures that are not included in a budget.

City Council, at the March 18, 2019 and April 15, 2019 Strategic Directions Planning Committee meetings, discussed in some detail the City's budgeting process and refinements to that process that it would like to see adopted.

### **The Overall Budget Process**

Administration's review of the budget process and the input from Council has resulted in the following framework for the budget process:

- The key premise of the budget process is that Administration is being tasked with bringing forward a budget that meets the economic realities and presents the best plan for the use of limited resources.
- The actual process involves a number of steps:
  1. Each fall an update of the Strategic Plan looking ahead to the next budget cycle. (ie: in fall of 2020 they will be looking forward to 2021.)
  2. May/June each year, a Planning Session with Council to discuss budget challenges, economic factors, specific operating and capital issues and to get Council's input on priorities they would like to see in the budget. Budget development by Administration starts around this time as well.
  3. Over the summer, a pre-budget online budget survey is developed to provide citizens with the opportunity for public input.

4. Complete a public Preliminary Budget Review and Economic Update communication to Executive Committee. This is a public document which is usually transmitted to Executive Committee in August and provides the citizens with an update on economic factors and pressures facing the City in the upcoming budget.
5. In early October, another Planning Session with Council where a preview of the budget and feedback is received from Council so any final changes can be made.
6. Administration releases the budget publicly and it is placed on the City website and advertising directs members of public to review and provide feedback. (Council is provided with a copy prior to release so they are aware of contents and better able to address citizens' concerns.)
7. About three weeks after budget release, the budget is transmitted to City Council who usually spend two sessions deliberating on the transmittal communication and the suggested motions. The budget is anticipated to be approved before December 20 of the previous year.

### **The Detailed Budget Document**

The detailed budget document provides information on the Operating and Capital Plan and is still quite summarized at about 125 pages in length. The detailed budget is broken into the following sections:

- Introduction (1 to 2 pages)
- Influencing Factors (3 pages)
- 2020 General Operating Budget (6 pages)
  - Revenue (6 pages)
  - Expenses (40 pages)
  - Reserves & Debt (2 pages)
- Capital (would be the equivalent of our General Capital Reserve Budget) (35 pages)
- 2020 Utility Budget (3 pages)
  - Revenue (3 pages)
  - Expenses (5 pages)
  - Debt (1 page)
- Capital (20 pages)

The pages in brackets are an estimate of the number of pages if the City of Moose Jaw followed similar format. The total would be reduced from the current 494 pages to about 125 pages.

The Operating Budget portion would contain a summarized Business Plan or Departmental Report and a Financial Summary. Total length for each Department would be 2 to 3 pages. The Departmental Report would provide an Overview of the Department, Work Plan Highlights, Financial Summary and Future Goals sections. This would be very similar to the Executive Summary introduced in 2019.

The Capital section of the detailed budget contains a brief overview of Capital and then a summary of each Capital Project.

There would be a Capital Project Detail Sheet for each major capital area such as TR-1, TR-2, etc. This sheet provides summarized information on Capital Budget requests replacing the current communication and Capital Project sheet for each component of Capital. The transition to a summarized presentation of Capital will significantly reduce the size of the budget presentation.

## **DISCUSSION**

The proposed Budgeting Policy has been developed in a seven (7) section format. The following is a brief overview of each section:

### **Section 1: Purpose & Objective**

This section provides the purpose of the budgeting policy which is to establish the parameters for the annual preparation of the Operating, Capital and Equipment Budgets. This framework is put in place to ensure that it allows for the efficient creation of annual budgets while meeting a timetable that allows for the budgets to be approved prior to the start of the fiscal year.

### **Section 2: Definitions**

A number of terms utilized in the Budgeting Policy are defined so as to provide clarity in further sections of the policy.

### **Section 3: Guiding Principles of Budgeting**

This section contains the nine guiding principles of budgeting at the City of Moose Jaw. These principles were developed by the City Manager and shared with City Council during the 2019 budget deliberations.

The key principles are:

- The City will live within our means.
- Only budget for what can be completed in a year.
- Infrastructure that increases productivity, efficiency and effectiveness should be favoured when investing infrastructure dollars.
- The City can borrow from reserves where it makes sense, ie: water meter replacement program, and payback the borrowing over 7 to 10 years with interest at institutional investing rates.
- The City should focus on completing one major study at a time.
- Innovation and effective use of funds is a priority.

- Reduce the reliance on outside expertise where possible.
- Centralize functions and refine core services.
- City Administration will carefully scrutinize every budget item prior to submission to City Council.

## **Section 4: Budgeting Framework**

The overall budgeting process has been broken down into an overall framework; key components of the framework are:

- Each fall an update of the Strategic Plan looking ahead to the next budget cycle will occur.
- In May/June of each year, a Planning Session with Council to discuss budget challenges, economic factors, specific operating and capital issues and to get Council's input on priorities they would like to see in the budget. Budget development by Administration starts around this time as well.
- Over the summer, a pre-budget online budget survey to provide citizens with the opportunity for public input prior to the budget being fully developed.
- A public Preliminary Budget Review and Economic Update communication to Executive Committee. This is a public document which will usually be transmitted to Executive Committee in August and provides the citizens with an update on economic factors and pressures facing the City in the upcoming budget.
- In early October, a Planning Session with Council where a preview of the budget and feedback is received from Council so any final adjustments can be made.
- Administration releases the budget publicly and it is placed on the City website and advertising directs members of public to review and provide feedback.
- Approximately three weeks after budget release, the budget is transmitted to City Council who will spend approximately two sessions deliberating on the transmittal communication and the suggested motions.
- The budget is approved by December 20 of the previous year.

## Section 5: Budget Roles and Responsibilities

This section outlines the roles and responsibilities of the key personnel involved in the budgeting process.

City Council is responsible for establishing priorities and overall direction, approving the level of public communication related to the budget and review, amendment and approval of the budgets.

The City Manager is responsible for the preparation and presentation of the Operating, Capital and Equipment Budgets, review and revision of budget submissions so as to align with strategic and operational goals and to exercise financial control over all corporate operations.

The Senior Management Team is responsible for the development of the budget submissions in accordance with the established guidelines and to ensure all resources and assets under their control are effectively managed.

The Director of Financial Services is responsible for leading and coordinating the overall preparation and administration of the budget processes and ensuring adherence to budget and financial policies approved by City Council.

## Section 6: Budget Monitoring

This section outlines the key activities to be undertaken to ensure that actual results are monitored to budget and if necessary, corrective actions are taken to keep actual revenues and expenditures in line with those budgeted. These activities include:

- Monthly revenue and expenditure reporting distributed to City Manager, Directors and Managers.
- The City Comptroller will provide a monthly analysis of variances to budget and distribute to City Manager, Directors and Managers.
- City Council will be provided with a quarterly Financial Report along with analysis.
- Budget overages will require approval of the City Manager and/or City Council.

## Section 7: Statutes

Budget development will comply with the provisions of *The Cities Act* as detailed in the background to this report.



## **OPTIONS TO RECOMMENDATION**

City Council to provide alternative direction.

## **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

The proposed Budgeting Policy provides for public input into the budget process both through an online survey and the opportunity to appear before Council with any concerns or input the public may have in respect to the budget.

## **COMMUNICATION PLAN**

The Budgets will be communicated to the community through an online budget survey as well as through the City's website, social media and media sources. Input and feedback from the community will also be encouraged as part of this process. The budget will be presented publicly by City Administration to allow for public input prior to being transmitted to City Council.

## **STRATEGIC PLAN**

A key component of the annual budgeting process will be for City Council to annually revisit the Strategic Plan looking to revise and amend based upon future priorities.

## **BYLAW OR POLICY IMPLICATIONS**

Approval of the Budgeting Policy by City Council will see that policy come back as part of the City Administration Bylaw as Schedule E to the bylaw.

## **FINANCIAL IMPLICATIONS**

The proposed policy has no direct financial implications; however, the development of a Budgeting Policy will provide the framework for the annual budget preparations and deliberations by City Council. One of the key framework items is the goal of having the budget in place prior to the start of a fiscal year. This will allow for the monitoring of actual performance to budget from the beginning of the fiscal year allowing for more opportunity to correct deviations from budget.

## **PRESENTATION**

VERBAL: The Director of Financial Services will be available for questions.

## **ATTACHMENTS**

1. City of Moose Jaw proposed Budgeting Policy.

## **REPORT APPROVAL**

Written by: Brian Acker, Director of Financial Services

Approved by: Tracy Wittke, Assistant City Clerk

Approved by: Jim Puffalt, City Manager

Approved by: Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*

Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_

# CITY OF MOOSE JAW BUDGETING POLICY

<b>POLICY TITLE</b> <i>Budgeting Policy</i>	<b>ADOPTED BY:</b> <i>City Council</i>	<b>EFFECTIVE DATE</b>
<b>ORIGIN</b> <i>Financial Services Department</i>	<b>RESOLUTION #</b>	<b>PAGE NUMBER</b> 1 of 6

## 1. **PURPOSE & OBJECTIVE**

- 1.1 The purpose of this policy is to establish the parameters for the annual preparation of the City of Moose Jaw's Operating, Capital and Equipment Budgets.
- 1.2 The objective of the City's Budgeting Policy is to ensure that a framework is in place that allows for the efficient creation of annual budgets while meeting a timetable that provides for City Council to have the opportunity to approve the budgets prior to the start of a fiscal year.

## 2. **DEFINITIONS**

- 2.1 Approved Budget – This means a budget that has been approved by the City Council of the City of Moose Jaw.
- 2.2 Capital Budget – A budget that includes the estimated amounts required to acquire, construct, remove or improve capital property and the anticipated sources of funding.
- 2.3 Equipment Budget – A budget that includes the estimated amounts required to acquire new or replacement equipment.
- 2.4 Fiscal Year – The City's fiscal year is January 1 to December 31.
- 2.5 Planning Session – This refers to the City Council's ability to meet in a closed session for the purpose of long-range or strategic planning.
- 2.6 Operating Budget – A budget that contains a detailed projection of revenues and expenditures for the fiscal year related to the delivery of the City's programs and services on an annual basis.
- 2.7 Strategic Plan – This is an organizational plan that is used to set priorities, focus energy and resources, strengthen operations and ensure that all stakeholders are working toward those common goals.

# CITY OF MOOSE JAW BUDGETING POLICY

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### 3. Guiding Principles of Budgeting

- 3.1 The annual budget process is guided by a number of principles as outlined below:
- 3.1.1 The City should live within its means.
  - 3.1.2 The City should only budget what work can reasonably be expected to be completed within each year.
  - 3.1.3 The City should seek to invest in infrastructure when productivity, efficiency and effectiveness increases are possible.
  - 3.1.4 The City may borrow from reserves on a short term basis (7 to 10 years), however the borrowing must be paid back with interest at the expected rate of return that the Institutional Investing program provides.
  - 3.1.5 The City should generally focus on completing one major study at a time before starting another and ensure that the existing systems are operating as intended before completing a study to determine system enhancements.
  - 3.1.6 The City should be innovative and make the most effective use of its existing funds.
  - 3.1.7 The City should reduce reliance on external consultants and where possible and economically feasible develop the required expertise internally.
  - 3.1.8 The City should seek to centralize functions and refine core services.
  - 3.1.9 City Administration is expected to carefully scrutinize every budget item and only present to City Council what is considered necessary.

# CITY OF MOOSE JAW BUDGETING POLICY

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## 4. **BUDGETING FRAMEWORK**

- 4.1 The City will annually embark on a budgeting process that will result in the development of Operating, Capital and Equipment Budgets which represent the City's financial plans for the upcoming fiscal periods.
- 4.2 The Operating Budget will be for the upcoming fiscal period, while the Capital and Equipment budgets will be for a period of five years.
- 4.3 Each fall an update of the Strategic Plan looking ahead to the next budget cycle will occur.
- 4.4 In May/June of each year, a Planning Session with Council to discuss budget challenges, economic factors, specific operating and capital issues and to get Council's input on priorities they would like to see in the budget. Budget development by Administration starts around this time as well.
- 4.5 Over the summer, a pre-budget online budget survey to provide citizens with the opportunity for public input prior to the budget being fully developed.
- 4.6 A public Preliminary Budget Review and Economic Update communication to Executive Committee. This is a public document which will usually be transmitted to Executive Committee in August and provides the citizens with an update on economic factors and pressures facing the City in the upcoming budget.
- 4.7 In early October, a Planning Session with Council where a preview of the budget and feedback is received from Council so any final adjustments can be made.
- 4.8 Administration releases the budget publicly and it is placed on the City website and advertising directs members of public to review and provide feedback.
- 4.9 Approximately three weeks after budget release, the budget is transmitted to City Council who will spend approximately two sessions deliberating on the transmittal communication and the suggested motions.
- 4.10 The budget is approved before the start of the budget year.

# CITY OF MOOSE JAW BUDGETING POLICY

<b>POLICY TITLE</b> <i>Budgeting Policy</i>	<b>ADOPTED BY:</b> <i>City Council</i>	<b>EFFECTIVE DATE</b>
<b>ORIGIN</b> <i>Financial Services Department</i>	<b>RESOLUTION #</b>	<b>PAGE NUMBER</b> 4 of 6

## 5. **BUDGET ROLES AND RESPONSIBILITIES**

### 5.1 City Council will:

- 5.1.1 Establish priorities through the Strategic Plan and input provided at planning sessions.
- 5.1.2 Approve the proposed level of public communication and engagement.
- 5.1.3 Review the budget submission at City Council meetings.
- 5.1.4 Amend the budget submission as City Council deems appropriate.
- 5.1.5 Approve the budget as amended.
- 5.1.6 Approve the annual Property Tax Bylaw.

### 5.2 The City Manager will:

- 5.2.1 Direct in cooperation with the Director of Financial Services and City Directors, the preparation and presentation of the Operating, Capital and Equipment budgets.
- 5.2.2 Review and revise all departmental budget submissions ensuring they are aligned with the City's strategic and operational goals.
- 5.2.3 Exercise financial control over all corporate operations in conjunction with the Director of Financial Services to ensure compliance with the City Council approved budgets.

### 5.3 The Senior Management Team will:

- 5.3.1 Lead the development of realistic and responsible departmental budgets in accordance with the established guidelines, timelines and process.

# CITY OF MOOSE JAW BUDGETING POLICY

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5.3.2 Ensure that the resources and assets under their authority are effectively managed on an ongoing basis.

5.4 The Director of Financial Services will:

5.4.1 Lead and coordinate the overall preparation and administration of the City's budget processes.

5.4.2 Ensure adherence to budget policies and financial policies approved by City Council.

## 6. **BUDGET MONITORING**

6.1 The Operating, Capital and Equipment budgets once approved by City Council will be monitored on a regular basis.

6.1.1 Monthly reporting on actual revenues and expenditures to budget will be prepared by the Department of Financial Services and distributed to the City Manager, Directors and other Managers involved in the management of the City's operations.

6.1.2 The City Comptroller will provide a monthly narrative on significant variances in comparison to budget and distribute those to the City Manager, Directors and Managers.

6.1.3 City Council will be provided with a quarterly Financial Report which will contain actual to budgeted results and their variances along with analysis.

6.1.4 Significant Budget overages will require approval of the City Manager or City Council per the limitations set forth in the City Administration Bylaw.

## 7. **STATUTES**

Budget development shall comply with all relevant provisions of the Cities Act, 2003 as amended from time to time by the Provincial Government.



# City of Moose Jaw

## COMMUNICATION # EC-2019-0056

**TITLE:** Review of Boards, Committees and Commissions

**TO:** Executive Committee

**FROM:** City Clerk/Solicitor Department

**DATE:** June 5, 2019

**PUBLIC:** This is a public document.

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### **RECOMMENDATION**

THAT Administration be directed to undertake a review of the City's Board, Committee and Commission structure and appointments with a view to rationalization; eliminating duplication with other community groups undertaking similar work; eliminating any that may have lost a clear need, or combining committees such that they function in a manner to optimize resource allocation and member time commitment; and

THAT the review include a determination of which committees need to retain elected member representation as well as whether additional reporting mechanisms could strengthen monitoring of third-party boards receiving City funding; and

THAT the review include addressing alternative means of engaging public input on specific topics and/or creation of single purpose Ad Hoc Committees with a finite mandate; and

THAT a report be provided to Executive Committee by the end of October, 2019; and further

THAT any Committee, Board or Commission member whose term expires on August 31, 2019, be approached to allow their appointment to be extended to December 31, 2019.

### **TOPIC AND PURPOSE**

Over the years, the City of Moose Jaw has maintained a broad range of Committees, Boards and Commissions as an avenue for receiving public input and providing advice to Council. It is timely to undertake a review of the structure in place to determine if it continues to meet the City's needs and consider whether there are additional and/or alternative methods for engaging the public.



## **BACKGROUND**

The City of Moose Jaw has historically maintained a very substantial formal consultation process with a large number of Boards, Committees, Commissions, and appointments to third-party funded Boards. This structure is administratively burdensome and requires a minimum equivalent full-time secretarial position to manage the agenda, minutes and associated work related to the Committees. There is also a requirement for other staff time, generally at the Director level to be Chief Advisor to the Committees. This takes them away from their core duty of managing their respective department. In addition, there are some Committees which are not supported by subject matter experts in Administration and as a result function in isolation from Administration.

The purpose of a review at this point is to take stock of which committees remain relevant, function in an optimal manner, and/or whether public input in these areas can be approached from a different vantage point.

The City of Moose Jaw's current Boards, Committees and Commissions are listed below:

### Advisory Committees:

- Cultural Diversity Advisory Committee
- Economic Development Commission
- Environment Advisory Committee
- Heritage Advisory Committee
- Housing Advisory Committee
- Municipal Planning Commission
- Murals Project Management Committee
- Parks and Recreation Advisory Committee
- Special Needs Advisory Committee
- Transportation Services Advisory Committee
- Youth Advisory Committee

### Third-Party Boards/Committees:

- Moose Jaw Museum & Art Gallery
- Tourism Moose Jaw
- Moose Jaw Cultural Centre
- Moose Jaw Exhibition Board
- Moose Jaw Humane Society
- South Central Transportation Planning Committee
- South Central Regional Intersectoral Committee
- SUMA

The City also maintains Leases with Organizations for use of City Facilities

- Fifth Avenue Collection Ltd.
- Gyntastiks of Moose Jaw Inc.
- YM-YWCA

- Cosmo Senior Citizen's Centre Inc.
- Moose Jaw Ladies Slo-Pitch Inc.
- Moose Jaw Kosekian Judo Club
- W.J. Jones & Son Ltd.
- Moose Jaw & District Senior's Association Inc.
- Moose Jaw Lawn Bowling Club Inc.
- Hillcrest Golf Course

## **DISCUSSION**

Public consultation can take many forms and can be directed to those specific issues that require public input rather than maintain so extensive a system as currently exists. The time and resources may be better spent on value added projects. Many cities have moved to other models including utilizing public Open Houses on particular subjects. For example, potential changes to a Zoning Bylaw or expansion of subdivisions (Westheath). There is also a shift to maximizing the use of digital platforms for receiving the input of residents on single issue matters. This was recently the case with consultations around changes to the Traffic Bylaw and the Smoking Bylaw. Many communities have moved away from use of committees as they have experienced a decline in the interest of community members to commit to a one or two year term of volunteer service and where the purpose of the Committee's work often lacks on-going impact, hence failure of meetings due to lack of quorum.

It should be noted that until 2015, the City did not have a Communications Manager position; hence, there was no available resource to coordinate more flexible forms of communicating, consultation and engagement. The City missed the opportunity to become involved in the rapidly developing area of social media communications. This is now certainly a focus of the Communications position going forward.

In the recent Budget and City Services survey, one of the questions asked was "What methods should the City undertake to solicit input from Moose Jaw residents when major decisions are being contemplated?"

Online surveys were the overwhelming choice, with 85% of respondents preferring that engagement method. It's worth noting that the largest share of all survey participants (26%) came from the 55-64 age bracket, and 19% were 65+. Those statistics should quell any concerns that an older demographic would not be "heard" through an online engagement practice.

Through that survey and the 2018 Transportation Services survey on potential bylaw changes, a wealth of community feedback was solicited for Council to have at their disposal on those respective issues.

The number of municipalities transitioning to online public engagement is rapidly expanding and the City of Moose Jaw could easily make this transition as well, generating significant time and cost savings.

The Communications Office could manage this process via a new page on the City's website and utilize local media and social media to promote this new engagement service. It would also be possible to conduct surveys on multiple issues within the same time periods.

New technologies make the process of public consultation, that used to be solely addressed through advisory committees, much more effective and include the population as a whole compared to select appointees.

As regards to third-party organizations with Council member appointees, a further issue is that Council members may feel required to advocate for the committee yet represent the City. It is difficult to serve two masters. A Council member's role on the advisory or other committees should be as a liaison between City Council providing a conduit, however, never as the chief spokesperson for the committee. The presence of Council member appointees on these organizations creates an awkward conflict of duties particularly in the case of budget allocations from the City. At the same time, there is a clear interest by the City to ensure appropriate communication from groups relying on City funding. As a possible alternative, attention should be given to examining more rigorous reporting processes such that an appropriate level of monitoring and financial information can be maintained.

In terms of monitoring, there are numerous enhancements to reporting from third party organizations, which might give Council, and the public, greater confidence. These could include receiving previous years' financial statements, current budget, strategic plan (if there is one), reporting on how requested funds will be used and how they have been used in the past, and an annual update on capital maintenance to buildings (where appropriate).

### **OPTIONS TO RECOMMENDATION**

No review be undertaken.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

An individual survey of all existing Committee members would be undertaken. Each member would be asked about the strengths and weaknesses of their existing Committee, whether they believe their existing mandates ought to be maintained, and/or could be delivered in a different format or meeting frequency. Also, whether the degree of volunteer commitment is appropriate to the functioning of their committee.

Members of Administration associated with various committees would be asked for feedback with respect to the relative impact and/or challenges faced by their specific committee.

The public would also be invited to provide input.

## **COMMUNICATION PLAN**

On approval of the review by Council, a news release would be issued to advise the public of the review. The City's website and social media would be utilized to disseminate information. Individual letters would be directed to all existing committee members seeking their input.

## **STRATEGIC PLAN**

The Vision Statement establishes a strategic focus for City Government's work and priorities. As well, it is intended to engage others – committees, community groups, businesses, institutions and residents – and it invites everyone to work together toward a shared and intentional future for the City. The guiding principle is a collaborative future to share a commitment of thinking and working together with the citizens of Moose Jaw to achieve our vision of the future.

## **BYLAW OR POLICY IMPLICATIONS**

Most Advisory Committees, Boards and Commissions are created by Bylaw. Any changes to mandates, composition or functioning of these committees would require either an amendment or repeal of a bylaw.

## **FINANCIAL IMPLICATIONS**

The review would be conducted by City staff as part of their normal duties. Any long-term recommendations from the review could potentially result in the reallocation of resources.

## **OTHER CONSIDERATIONS/IMPLICATIONS**

There are no Privacy or Official Community Plan implications to this report.

As this Review and consultation will take some time to complete, it is recommended that all current Committee members whose terms expire on August 31, 2019 be contacted to determine if they would allow their appointment to be extended to December 31, 2019.

One additional consideration that has been raised is to return to a schedule where all City Committees, Boards and Committees are appointed on a calendar year basis, commencing January 1 annually.

## **PUBLIC NOTICE**

Public Notice pursuant to the Public Notice Policy is not required.

**PRESENTATION**

The City Clerk/Solicitor will provide a verbal overview of this report.

**ATTACHMENTS**

There are no attachments to this report.

**REPORT APPROVAL**

Written by: Myron Gulka-Tiechko, City Clerk/Solicitor

Reviewed by: Tracy Wittke, Assistant City Clerk

Approved by: Jim Puffalt, City Manager

Approved by: Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*

Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_



# City of Moose Jaw

**COMMUNICATION # EC-2019-0061**

**TITLE:** City of Moose Jaw Communications Policy

**TO:** Executive Committee

**FROM:** Department of Communications

**DATE:** June 13, 2019

**PUBLIC:** This is a public document.

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## **RECOMMENDATION**

THAT the Communications Policy be approved substantially in the form attached to this report as Schedule "A".

## **TOPIC AND PURPOSE**

The purpose of this report is to allow the Executive Committee to provide feedback on, and approval of, the new Communications Policy.

## **BACKGROUND**

While there are some existing Policies that address certain areas of communication (Public Notice Policy and Customer Service Policy), and a 2018 document containing guidelines for two-way communication between City Council and City Administration, the City of Moose Jaw currently does not have an all-encompassing Communications Policy.

## **DISCUSSION**

- The City currently does not have a Communications Policy, and creating this document was established as a priority by the Communications Manager, in consultation with the City Manager.

- The Communications Policy includes guidelines addressing the following areas:
  - Media Relations.
  - Public Engagement strategies.
  - Construction Communication protocol.
  - Social Media Usage.
  - City Council.

### **OPTIONS TO RECOMMENDATION**

Do not adopt a Communications Policy for the City of Moose Jaw.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Input on the Communications Policy was compiled by:

- Discussion/correspondence with City departments.
- Researching Communications Policies from other municipalities across Canada.
- Reviewing current protocols and identifying areas of importance through situational experience.

### **COMMUNICATION PLAN**

If the Communications Policy is initially approved by Council, residents will be given one week to provide feedback, which will be taken into consideration before submitted to Council for final approval.

### **STRATEGIC PLAN**

The Communications Policy supports all of the City's Strategic Core Values - Community Pride, Sustainable Community Growth, Community Wellness, Community Safety and Progressive Civic Administration - in various ways.

### **OTHER CONSIDERATIONS/IMPLICATIONS**

There are no official community plans, bylaw or policy implications, privacy implications, financial implications or other considerations.

**PUBLIC NOTICE**

Public Notice pursuant to the Public Notice Policy is not required.

**PRESENTATION**

VERBAL: X    The Communications Manager will be in attendance at the meeting.

**ATTACHMENTS**

- i.    Schedule "A" – City of Moose Jaw Communications Policy

**REPORT APPROVAL**

Written by:            Craig Hemingway, Communications Manager

Reviewed by:        Tracy Wittke, Assistant City Clerk

Approved by:        Jim Puffalt, City Manager

Approved by:        Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*

Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_



# **CITY OF MOOSE JAW COMMUNICATION POLICY**

**2019**





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# COMMUNICATIONS POLICY

## MISSION STATEMENT

The City of Moose Jaw strives to provide open, honest communication with residents, businesses, City employees, and visitors. Communication plays an integral role in the success of each City department, both externally and internally. All City of Moose Jaw employees engage in communication practices daily, whether one-on-one with customers/public, with co-workers or with the media.

The Communications Policy provides background information and guidelines for the various forms of communications practices that are, or should be, in place to ensure a high level of communications proficiency.

## EXTERNAL COMMUNICATION

The City of Moose Jaw employs a wide variety of platforms for communicating to the public so we may provide information and education about City programs and services, and transparency about “what we do and why we do it.”

These platforms include:

City Website – [www.MooseJaw.ca](http://www.MooseJaw.ca)

City Social Media Accounts (Facebook, Twitter, Instagram, YouTube)

“Friendly City Insider” Podcast (Produced out of the City Communications Manager Office)

Mail Campaigns

## MEDIA RELATIONS

The City of Moose Jaw needs to let the public know who we are and what we do. That message is often conveyed through the news media. The entire City staff needs to be aware of how we can cooperate with the media to better serve the public.

There are several external media outlets in Moose Jaw that provide coverage of matters related to City Council and City of Moose Jaw operations. Within that group are “traditional” (radio/print/television) and digital (online) platforms operated by companies that own media outlets in other markets across Canada. These outlets include:

Local Radio (800 CHAB, Country 100.7 FM, MIX 103.9 FM)

Local News Websites (Discover Moose Jaw, Moose Jaw Today)

Local Newspaper (Moose Jaw Value Express-Weekly Publication)

Local Television (Shaw Cable Airs City Council Meetings)

Additionally, there are independently-operated websites that provide coverage of City Council and City of Moose Jaw operations. They include:

- Daily Jaw
- MJ Independent

## COMMUNICATION GOALS:

- Establish a uniform procedure for working with the media that will help ensure accuracy, City-wide coordination and a timely response to meet media deadlines.
- Maintain a respectful, professional working relationship with the media.

## POLICY:

- ☐ The City shall respond to all media requests.
- ☐ The City will monitor media coverage and with discretion may seek corrections if we deem the content to be incorrect, one-sided or a misrepresentation. The City reserves the right to stop accommodating requests in cases where the respective media outlet continues to have false information, bias or a specific slant within their stories.
- ☐ Media shall direct all interview and/or information requests to the Communications Manager, who will then facilitate arranging interviews and/or answers to media questions
- ☐ If media contacts a department immediately, they should be directed to the Communications Manager
- ☐ The Communications Manager shall be notified by the interviewee after a media interview takes place. The notification to the Communications Manager can be via e-mail, text or phone call, whatever is easiest for the interviewee.
- Where deemed necessary the Communications Manager shall work with respective City Staff on matters related to dealing with media.
- The Mayor shall typically be the City Council spokesperson when discussing decisions of Council, though City Council Members may respond to media inquiries at their own discretion.
- Responding to media inquiries at fires and other emergency and/or public safety situations may be handled differently in order to suit the specific nature of each incident. The responses typically must come from the scene and from the designated spokesperson at that scene. In

the case of Fire and Police the spokesperson is typically determined by the person in charge of the scene. Power outages or problems involving Water/Wastewater are also included in this exception. The Communications Manager should be notified in those instances where there is media coverage and will come to the scene when warranted.

## PUBLIC NOTICE

It is the City's goal to provide notice to the public reflecting any new program or service, of any changes to existing programs or services or any matter affecting the lives of Moose Jaw residents and/or businesses. There are numerous other circumstances where the City is obligated to provide public notice. These circumstances are noted in the City Administration Bylaw No. 5175, which contains the following relevant sections:

### **3. MATTERS FOR WHICH NOTICE MUST BE GIVEN**

3.1 Public notice in accordance with this policy shall be given before Council initially considers the following matters:

- (a) prohibiting or limiting the number of businesses of a particular type in an area of the City or specifying separation distances between businesses of a particular type;
- (b) permanently closing or blocking off a street, lane or walkway;
- (c) permanently modifying an intersection with the use of physical barriers;
- (d) permanently closing a median opening;
- (e) borrowing money, lending money or guaranteeing the repayment of a loan;
- (f) moving capital moneys to an operating budget or reserve;
- (g) imposing a special tax or determining the use to which excess revenue from a special tax is to be put;
- (h) establishing an investment policy;
- (i) selling or leasing land for less than fair market value and without a public offering;
- (j) selling or leasing park lands and dedicated lands except where the land is covered by public notice provisions in an Act other than *The Cities Act*;

- (k) establishing a purchasing policy;
- (l) establishing a business improvement district;
- (m) setting remuneration for council or committee members;
- (n) increasing or decreasing the number of councillors on Council;
- (o) appointing a wards commission and dividing the City into wards;
- (p) amending or repealing a bylaw for which public notice was a requirement at the time the bylaw was passed;
- (q) any matter where holding a public hearing is required under *The Cities Act* or any other Act;
- (r) discussing a matter at a public meeting held as a result of a petition signed by the required number of electors; and
- (s) an amendment or repeal of a bylaw or resolution when the resolution or bylaw was passed as a result of a vote of the electors.

#### **4. NOTICE TO THE GENERAL PUBLIC AND AFFECTED PARTIES**

4.1 Notice shall be given to the general public for all matters set out in section 3.1 in accordance with this section:

- (a) notice of the matter shall be published in a local newspaper circulated in the City at least seven (7) clear days prior to the meeting at which Council will initially consider the matter; and
- (b) notice of the matter shall be posted at City Hall at least seven (7) clear days prior to the meeting at which Council will initially consider the matter; and
- (c) notice of the matter shall be posted on the City's web site at least seven (7) clear days prior to the meeting at which Council will initially consider the matter.

4.2 In addition to the general notice requirements of section 4.1, **additional** notice shall be given in accordance with subsection 4.3 to all affected parties when Council is initially considering the following matters:

- (a) prohibiting or limiting the number of businesses of a particular type in an area of the City or specifying separation distances between businesses of a particular type;
- (b) permanently closing or blocking off a street, lane or walkway;
- (c) permanently modifying an intersection with the use of physical barriers;
- (d) permanently closing a median opening;
- (e) imposing a special tax or determining the use to which excess revenue from a special tax is to be put; and
- (f) establishing a business improvement district.



- 4.3 **Additional** notice of the matters listed in subsection 4.2 shall be given using either of the following methods:
- (a) by mailing notice of the matter to all affected parties by ordinary mail which is to be postmarked no later than seven (7) clear days prior to the Council meeting at which the matter will initially be considered; **or**
  - (b) by leaving notice of the matter in a mail receptacle at the address of the affected party at least seven (7) clear days prior to the Council meeting at which the matter will initially be considered.

5. **NOTICE OF FURTHER DEALINGS RESPECTING A MATTER**

- 5.1 Subject to subsection 5.2, the notice requirements provided for in this policy shall only be applied when Council initially considers a matter. For purposes of clarity, unless otherwise directed by Council and subject only to subsection 5.2, no notice, including notice to affected parties, will be given of any subsequent meeting of Council at which the matter will be considered.

- 5.2 The City Clerk shall provide at least four (4) hours notice to any interested party of any further proceedings by or before City Council involving a matter for which such party has expressed an interest.

## 6. DISCRETION OF COUNCIL

- 6.1 The notice requirements set forth in this policy are minimum requirements and are not intended to limit City Council's discretion to provide additional notice, utilizing different or additional methods or repeating notice, as may be deemed appropriate by City Council.

## 7. RESPONSIBILITIES OF CITY CLERK

- 7.1 The City Clerk shall be responsible to City Council for ensuring compliance with this policy and may, in his/her absolute discretion:
- (a) refuse to place any item on the agenda of City Council, where there has been substantive non-compliance with the notice requirements of this Policy; or
  - (b) where there have been deficiencies in meeting the notice requirements provided for in this Bylaw, place any item on the agenda of City Council, with a caution to members of City Council that the matter should be tabled pending full compliance with the notice requirements set forth in this Policy.

## PUBLIC ENGAGEMENT

At all times the City of Moose Jaw welcomes resident feedback and provides the following platforms for residents or businesses to communicate with City Administration and/or City Council:

- ☐ The "Contact Us" link on the home page of MooseJaw.ca provides telephone numbers and email addresses to all City departments
- ☐ The 'City Council' page of MooseJaw.ca lists the public phone numbers and email addresses of the Mayor and City Council
- ☐ City Hall is open to the public Monday through Friday, 8:15a.m.-5:00 p.m. year-round, with the exception of Statutory holidays.
- ☐ Residents are welcome to speak during the "Open Forum" held during regular meetings of City Council. In addition, any resident wishing to make a presentation to Council may do so by registering with the City Clerk's Office.
- ☐ Facebook Messenger. Questions and/or comments sent to the City of Moose Jaw account on Facebook Messenger will receive a response within a **48-hour (business day) period** from the time the inquiry was submitted. The City of Moose Jaw does not\* engage in

Facebook conversations generated by posts on the City of Moose Jaw account. \*Some exceptions may apply during emergency situations.

The City of Moose Jaw often solicits feedback on Civic matters and will forward that information for City Council's use in their decision-making process. Tools used to solicit that feedback include:

- Media Releases
- Social Media
- Public online surveys
- Targeted online and/or phone surveys
- Open House-style information sessions
- **City staff bringing information displays to public events**

## POLICY

When a new Bylaw, or amendment(s) to an existing Bylaw is being considered, the City will utilize one or more of the above tools to solicit resident and/or business feedback. That feedback will then be presented to City Council to inform their decision-making process regarding the matter.

Which feedback tools are used will be at the discretion of the Strategic Leadership Team, based on the anticipated level of impact the new or amended Bylaw will have on the community.

Feedback tools may also be used for other, non-Bylaw-related Civic matters. Use of said tools will be at the discretion of the Strategic Leadership Team.

## CONSTRUCTION COMMUNICATION

When the City of Moose Jaw undertakes construction/infrastructure projects (either planned or to address infrastructure failure) it is imperative to communicate any disruption of service to all who may be affected, including:

- Property owners
- Business owners
- Residents

## COMMUNICATIONS GOAL:

The City has several Communications tactics available to deliver pertinent messages about construction/repairs and any related disruptions(s). These tactics include:

- Delivery of notices to all properties in the construction zone who may experience a disruption to their daily lives
- Media Release detailing the project
- Information posted to the City's website and social media accounts
- Electronic billboards on the perimeter of the construction zone

## POLICY:

- Any or all of the above tactics shall be utilized as part of a Communications strategy for each project, with the Communications Manager and Engineering Dept./Municipal Operations determining the optimum approach based on the expected community impact of the project.
- When construction is planned, notices shall be delivered between 24-72 hours prior to construction beginning
- When the construction is in response to an infrastructure failure (water main break, etc.), notices to affected properties shall be delivered within two (2) hours of the incident being recognized by City of Moose Jaw crews.\*
- \*There may be instances where it may take more than two hours for crews to isolate and determine the extent of the failure. In all cases, notice shall be provided "as soon as possible" to affected properties.
- For large-scale projects, regular updates shall be posted to the City website/social media accounts/local media regarding any changes to traffic accommodation plans, project timelines, etc.
- Where construction impacts access to area businesses, communications messaging shall indicate that "businesses remain open" throughout the project and, where applicable, maps be produced showing how customers may access the respective business(es) during construction

## EMERGENCY COMMUNICATION

It is imperative that the City of Moose Jaw provide timely, effective communication before, and during, an emergency. An "emergency" may be defined as any situation that may threaten the life, health, property or environment of Moose Jaw residents.

### POLICY:

When an emergency situation is identified, the City of Moose Jaw's Communication Department will work with the City's Emergency Measures Organization (EMO) to alert residents and detail the safety measures being enacted.

The City of Moose Jaw will use the following platforms to communicate information related to the emergency:

- Local radio stations (800 CHAB, MIX 103.9 FM and Country 100.7 FM)
- SaskAlert app
- City website ([www.MooseJaw.ca](http://www.MooseJaw.ca))
- City social media accounts (Facebook, Twitter and Instagram)

For more details on the City's EMO and the ways in which you can prepare for an emergency situation, you can visit the following page on MooseJaw.ca:  
<https://moosejaw.ca/fire-department/emo>

## SOCIAL MEDIA/CITY WEBSITE

The City of Moose Jaw's web site, [www.MooseJaw.ca](http://www.MooseJaw.ca), has increasingly become a tool of choice for residents, City employees and non-residents, both nationally and internationally, to find information about the City of Moose Jaw. The City also has the following social media accounts:

- ☐ Twitter
- ☐ Facebook
- ☐ Instagram
- ☐ Linked In
- ☐ YouTube

The City uses its social media platforms to drive users back to MooseJaw.ca, while also utilizing social media to:

- ☐ Promote at least one "good news" story per week (i.e. positive content related to City policy, programs or personnel)
- ☐ Inform residents of any safety concerns within the community
- ☐ Update residents on the latest projects/construction that could impact their daily routine
- ☐ Capture and promote initiatives in City parks and facilities
- ☐ Showcase City employees in a positive light, whether performing their jobs OR as part of the community
- ☐ Recruit potential employees

## POLICY:

- The Communications Manager will determine what information is highlighted on the City's home page.
- The Communications Manager will work with department heads and the City Manager to determine what information will be posted to the City's website.
- Linking to an outside news source to promote City of Moose Jaw-related information is prohibited. Exceptions to this would be in the case of a co-sponsored event.
- Information posted to the Internet should include a contact name with a phone number and an e-mail address. This contact person shall respond to requests for additional information in a timely manner.
- The Communications Manager is responsible for determining what graphics standards might be appropriate for the City's website
- Be accurate, consistent and timely with information that is to be published on the City's

website. Ensure that the information published is accessible by all people regardless of their respective level of technology.

- The Communications Manager is responsible for all social media content that is published. There are instances where the IT department may post News Releases on the City's Facebook/ Twitter feeds. Additionally, two Parks & Rec employees have been empowered to create Instagram content on behalf of the City. The Communications Manager monitors their activity and provides feedback.
- The Communications Manager will ensure posts are in alignment with the City's Strategic Plan and Employee Social Media Policy

## FRIENDLY CITY INSIDER PODCAST

The "Friendly City Insider Podcast" is a bi-weekly audio podcast, hosted by the Communications Manager.

### COMMUNICATIONS GOAL:

- The goal of the podcast is to provide detailed information on City initiatives, events and programs, and to have that information delivered within the proper context.

### POLICY:

- The Communications Manager Director will establish protocols to allow all City departments an opportunity to provide content for the podcast.
- The podcast will be uploaded to the audio hosting site "SoundCloud", with each episode also hosted on MooseJaw.ca and promoted through the City's social media platforms.
- The podcast content should reflect the objectives within the City of Moose Jaw's Strategic Plan.

## CITY COUNCIL MEETINGS

Moose Jaw City Council meetings are held on the second and fourth Mondays of each month, with exceptions made in the case of Statutory holidays. Meetings traditionally begin at 5:30 p.m. and are immediately followed by meetings of Executive Committee. Both meetings are hosted in Council Chambers at City Hall and are open to the public. The Communications Manager handles on-site media relations and serves a “gatekeeper” role by ensuring that all media requests are responded to by the most appropriate and informed City Staff representative.

## COMMUNICATIONS GOAL:

- Ensure City response to agenda items that will get media coverage through an awareness of issues. Promote unnoticed “good news” issues for the City.

## POLICY:

- The Communications Manager will work with department heads and the City Manager to identify agenda items for potential advance publicity.
- The Communications Manager will work with department heads to identify agenda items that will require research and ensure that any needed background material is made available to representatives of the media and the general public. The City Manager is the key spokesperson and shall be briefed when media require response to specific agenda items.
- The Communications Manager shall issue a media release containing a detailed list of all City Council decisions and/or resolutions within three (3) days of the most recent Council and Executive meeting. An archive of these media releases shall be posted on the City Council page on [www.MooseJaw.ca](http://www.MooseJaw.ca).
- City Council and Executive Committee meetings are available to watch live via a streaming link found on the ‘City Council’ page on MooseJaw.ca and are also televised to Shaw Cable customers in Moose Jaw.
- Video recordings and Minutes of City Council meetings are archived and made available to the public via MooseJaw.ca within three days of that week’s meeting.



## ADVISORY COMMITTEES

The City of Moose Jaw has several Boards, Committees and Commissions, each of which is comprised of representatives from some or all of the following groups: local citizenry, members of Administration and Council. These groups assist Council in their decision-making process in various ways.

### COMMUNICATION GOAL:

The City of Moose Jaw will assist Boards, Committees and Commissions (BCC) with communicating pertinent information to Moose Jaw residents in situations where it is deemed necessary.

### POLICY:

BCC may either request assistance from the City's Communications department directly, or a Communications strategy may be part of a larger recommendation to Council. Should Council approve said recommendation, the Communications department would create a Communications strategy for the initiative.

The City shall not create separate social media accounts for BCC. If social media communication for any BCC is deemed necessary for an initiative, the respective group may engage the Communications department for assistance in promoting the message through official City of Moose Jaw social media channels.

## CUSTOMER SERVICE

**August 1, 2018, the City of Moose Jaw adopted a policy regarding Customer Service**, designed to provide City Administration with guidelines regarding the appropriate procedures and timelines for communications with members of the public (citizens) of the City of Moose Jaw.

This guideline is intended to enhance communications and customer service between Administration and citizens as well as among City employees. As well, to minimize time spent researching issues and requests that did not meet minimum response times and require further investigation.

**SCOPE:** This policy applies to all Departments of the City of Moose Jaw.

### DEFINITION:

**Departments:** Human Resource Services Department, Parks and Recreation Department, Engineering Services Department, Planning and Development Services Department, Information Technology Department, Financial Services Department, City Clerk/Solicitor's Department, Communications, Fire Department

**Inquiry:** A question from an external customer which requires investigation, follow-up, and a response to the customer at a later point in time. These shall be logged and tracked using this procedure.

### **PROCEDURES (for internal customer service):**

The Communications Manager shall distribute an update to City employees following meetings of City Council, for the purpose of sharing information and enhancing internal communications.

This update shall include items approved and general interest so that staff can provide answers to inquiries over the phone.

### **PROCEDURES (for external customer service):**

Individual Departments, exclusive of the Engineering Department that have an existing system in place, shall create and maintain a spreadsheet intended for tracking inquiries from the public until a city-wide system is in place.

Details of the spreadsheet to include: date inquiry was received, contact information from citizen that submitted the inquiry, general nature of the inquiry, employee inquiry has been delegated to, date responded to and the resolution. The City Manager shall have access to the spreadsheets upon request.

**Switchboard Staff (Finance):** For inquiries that relate to another Department, Switchboard is not required to track these. Instead, they shall be sent to the appropriate Department for that Department to track and respond to.

### **Inquiry Tracking:**

- If an inquiry is answered at the time of the request, that inquiry is not required to be tracked. (Eg. A customer asks a question about their water bill and Finance is able to provide a response to the customer without having to get back to them, the inquiry does not need to be tracked.)
- If an inquiry requires further background research/information and the customer does not receive an answer at the time of the request, these types of inquiries need to be tracked and followed up on.
  - Exception: Inquiries that are responded to within the same day of the request are not required to be tracked. Treasury staff within the Finance Department fall under this exception.

Departments are required to follow the guidelines below when dealing with communications/inquiries (phone calls, emails, etc.) from members of the public:

- When an inquiry is received from a member of the public, each individual Department shall record all pertinent information regarding inquiries received into a spreadsheet, such as date inquiry was received, contact information from citizen that submitted the inquiry, general nature of the inquiry, employee inquiry has been delegated to, date responded to and the resolution. In the absence of a city-wide system to track inquiries from the public, each Department is to create a spreadsheet to track inquiries until a system is in place.
- Individual Departments shall provide the City Manager's Office with access to its inquiry tracking spreadsheet upon request.
- All inquiries from the public are to be responded to within a **48-hour (business day) timeframe** from the time the inquiry was submitted. If an inquiry requires background research in order to respond appropriately, the appropriate employee of the Department shall notify the person as soon as possible that the inquiry was received, further background research is required and that a response will be provided with an estimated date. The Department shall then proceed to research the answer and provide a response. Departments are to ensure that tracking/follow up of inquiries is followed through in accordance with this policy.
  - a. Each Department, for quality control, shall print and review a report weekly to ensure communication guidelines have been met and no inquiries have been missed.

- b. Each Department will provide a monthly report to the City Manager detailing the number of inquiries, responses within the standard, responses outside the standard and the reasons why.

- ☐ Should an inquiry be submitted and the Department responsible cannot provide an answer or may require City Manager approval, the Director is to then submit the inquiry to the City Manager and the City Manager's Executive Assistant in order to provide a response.
- ☐ The City Manager's Executive Assistant shall record all pertinent information regarding inquiries received (to the City Manager's/Mayor's Offices). Individual Departments are to record all pertinent information regarding inquiries that relate specifically to the Department.

Employees shall abide by these guidelines when dealing with any inquiry made by a member of the public.

## INTERNAL COMMUNICATION

This section provides a brief description of the various vehicles of internal communication currently utilized by the City of Moose Jaw for disseminating information to staff and members of City Council, including the Mayor.

### COMMUNICATION GOAL:

- To effectively communicate City policies, procedures and other relevant information to employees.

The City of Moose Jaw currently utilizes multiple tools to communicate with staff:

- ☐ Email
- ☐ In-person/Staff meetings
- ☐ Human Resources Training sessions
- ☐ Raspberry Pi message screen at City Complex
- ☐ Employee Newsletter
- ☐ Mailed correspondence

### POLICY:

- Department heads are responsible for delivering information contained in emails to any appropriate staff that do not have access to email.
- ☐ Sessions should be face-to-face on a regular basis, no less than annually for entire departments and monthly for division staff. Meetings open to City employees only.
- ☐ The Communications Manager to regularly update the Raspberry Pi screen information to display relevant information

- The Human Resources department will identify and provide training sessions on matters deemed relevant to the physical and mental wellbeing of employees
- The Communications Manager creates and distributes an Employee Newsletter each quarter. Content for the Employee Newsletter can be generated by any City employee, with all content suggestions being emailed to the Communications Manager for consideration. The Communications Manager will consult with Department Heads prior to publishing each edition to ensure content is accurate and properly vetted.

## GUIDELINES FOR TWO-WAY COMMUNICATION WITH CITY COUNCIL

### COMMUNICATION GOAL:

City Council, on behalf of their constituents and in the interests of their position are required to seek information between Council meetings. This information is designed to provide City Administration with guidelines regarding the appropriate procedures and timelines for communications with City Council. This guideline is intended to enhance communications between and provide information to Council in a timely fashion. This guideline will also establish a systematic process to managing and responding to requests for information.

### DEFINITIONS:

Director: an employee of the City of Moose Jaw as follows: (Director of Human Resource Services, Director of Parks and Recreation, Director of Engineering Services, Director of Planning and Development Services, Director of Information Technology, Director of Financial Services, City Clerk/Solicitor, Communications Manager, Fire Chief.)

Emergency/Priority Status of Inquiry: If there's no indication of the priority of the inquiry, the City Manager or the Executive Assistant shall determine the urgency and communicate this to the Director.

### POLICY:

Directors are required to follow the guidelines below when dealing with communications/inquiries (phone calls, emails, etc.) from members of City Council:

- Members of City Council will communicate inquiries (via email or text where possible) through the City Manager and copy to the City Manager's Executive Assistant. Based upon the current system and process, Council can assume that the email was received, viewed and forwarded as there is triple redundancy in the system.
- Council will attempt to get as much pertinent data as possible to assist Administration in researching an inquiry such as:

1. When, including times of calls or inquiries
2. Where
3. Unit #'s if a vehicle
4. If they have called and not received a response

- ☐ Members of City Council, as an option, can refer customers to contact the City Manager or appropriate departments to discuss an inquiry if the customer has not done so already.
- ☐ The City Manager/Executive Assistant will review all inquiries and forward to the Directors (when necessary) for appropriate responses to Council. The Director shall provide the City Manager and Executive Assistant with the response and the City Manager or Executive Assistant will provide the response to Council.
- ☐ All inquiries from City Council are to be responded to within a **48-hour (business day) timeframe** from the time the inquiry was submitted. If an inquiry requires background research in order to respond appropriately, the City Manager/Executive Assistant shall notify Council as soon as possible that the inquiry was received, further background research is required and that a response will be provided with an estimated date. The Director shall then proceed to research the answer and provide a response as soon as possible to the City Manager and Executive Assistant.
- ☐ If an inquiry is submitted to a Director without being communicated to the City Manager, the Director is to forward the inquiry to the City Manager.
- ☐ The Executive Assistant shall record all pertinent information regarding inquiries received, such as dates received and responded to for quality control and accountability purposes.

Directors shall abide by these guidelines when dealing with any inquiry made by a member of Council.

This Communication Plan is intended to be a “living” document and will be revised as needed and kept up-to-date by the Communications Manager, in consultation with the Strategic Management Team.





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