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Moore Advocates for a New Leadership Model

The past ten weeks have been a whirlwind of activity that has truly enriched me. From the 5-year old in Willowgrove who knew my name when I was door knocking to the 92-year old plumber who is the oldest known working plumber in the world who supports me and still runs his own business. It's been the best experience of my life.

It started with gusto, with two key policy positions we took early on that have come to symbolize my campaign's drive towards openness and fairness. We challenged the incumbents on their decision, with the rest of Council, to not release the preliminary budget update that had been scheduled for September. We felt that this was not in the spirit of openness. As a result of our protest, Council finally agreed to release what it felt it could. It wasn't enough, but it was better than nothing.

The second decision we made was to draw attention to the absence of a contract for ATU615, the transit workers. These people had been without a contract, and therefore without a cost of living increase, for 4 years, and had suffered an illegal lockout, all without taking job action. It doesn't matter what your political stripes are, this is simply unacceptable. I pledged, without any communication with the ATU, to resolve this dispute as soon as possible. Soon after, talks resumed.

I'm reminding you of these two episodes because they are symbolic of what can happen when people have been in a position for too long. They cease to see what's important, they cease to be innovative. They become pre-occupied with holding onto power and get stuck in the rut because it is comfortable.

This is not who is needed for the next term of leadership. We need inspiration, dreams, ideas, a perspective of possibility. We need shared leadership and decisions. We need transparency and fairness, financial management and accountability, communication and vision. We need to step out of the rut.

How do we do that? Our city is growing. Greater demand for services is a natural by-product. My position is that we want to deliver better, not fewer services. I want to help create and build a culture at city hall that celebrates and empowers its front-line workers, that helps them do their work better, more efficiently and with greater pride. I commit to better training, to creative freedom, to asking every member of City Hall to use their knowledge and skills to the maximum extent. I want to unleash the creative potential of our human resources and encourage participatory leadership within its ranks, where ideas are nurtured and heard.

But there is another level of city hall that I will look at very closely. In order to build a strong, shared leadership team in city council, we need to redraw the org chart at the top – flatten the structure and create a more balanced and integrated management model. Right now, there is a small number of highly paid senior staff who surround the mayor's office and who are largely unknown to the public. They lead many of City Hall's strategic management decisions. They also receive performance bonuses and special pension plans that are not publicised. And yet their decisions are not accountable to the public. They have in essence been doing the mayor's job. I want to change that. A truly engaged council with portfolios and accountability for decisions that affect the public, needs a talented team to operationalize council decisions – not the other way around.

I want to close with my vision of the type of leader that Saskatoon now needs.

Saskatoon is indeed at a junction point. It is poised to make the transition from a medium sized city to a large urban centre. It is becoming more global, attracting citizens, capital and ideas not just from across Canada, but from across the world. It is increasingly a city of entrepreneurs and innovators. We need to set in motion the practices and decisions that



welcomes and embraces these changes in a way that supports our current and future generations – not detracts by creating un-fundable debt. Change should create a better city.

With these changes come the recognition that we must also create a nation to nation formal governance model with Indigenous and Metis people. This is what a city does when it evolves – it realizes that its strength comes from forming partnerships and building on the ideas of diverse cultures. Let's lead the country on this.

The leadership that supports this, and facilitates the transition from a traditional to a 21st century growth model, must be able to think beyond the approaches of the past. We're not just talking about bricks and mortar, we're talking about creativity and imagining. We're talking about building a city in which people, their needs, their values, and their skills are front and centre. Where their resources are properly managed. A city that recognizes that these people demand, and deserve the best and most innovative and comprehensive service delivery. A city that truly listens to and supports its citizens.

We can create this type of a city. But it requires us to break from the past. It requires that we shed our lives of the encumbrances of traditional approaches. Where our potential alone determines the limit of our accomplishments. That's the kind of leadership I want to give to Saskatoon.

Saskatoon, thank you so much for this experience. I ask you to join me in voting for the right kind of change – the change that is necessary to build a sustainable, community inspired today and tomorrow.

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