

Greetings from the Saskatchewan Municipal Board and congratulations on your 20 Year Anniversary. Our province has been consumed by the tragic #Humboldtstrong movement. In the midst of all this tragedy, it is nice to have an opportunity to celebrate.

When we started to transform the Board in 2012, we looked to the FOAJ for training to find efficiencies and provide a stronger, more professional service to our stakeholders. As a Platinum member since 2013, we have had over 20 staff and part-time members participate in FOAJ training in the past five years. We'd like to share with you how the FOAJ has positively impacted our organization:

Paul: The FOAJ has helped us to ensure our decisions provide clarity and transparency to our stakeholders.

Jessica: The FOAJ training has helped me have a clearer understanding how administrative tribunals work and how we can improve our processes.

Manjula: The FOAJ acts to promote knowledge of and interest in administrative law. This course will help expand my horizon in terms of accountability, rule of law, better decision-making, procedural fairness, rationality etc. all of which will enable me to perform my function more effectively and build capacity in our organization.

Laurie: The training we have received has definitely helped enhance our organization as a whole. Special thank you to Sherilyn for her assistance over the years in helping us organize our training.

We have been able to create a standardized, transparent process for staff and stakeholders including:

- formalized pre-hearing conferences which prepare us for our hearings;
- a decision-making template prepared by the panel, following the hearing, creates the skeleton for the decision; and
- decision templates ensure all aspects of the appeal are succinctly referenced in the decision.

As a result, we've reduced our decisions from approximately 30 pages down to 10 or under. Through the implementation of much of our training, we've been able to reduce hearing to decision release time from a high of 272 days in 2012 to 45 days in 2018.

Thank you from the bottom of our hearts for the work that you do and the service you provide. It has had a positive impact on our organization and subsequently strengthened the sector.

Again, congratulations on your 20th anniversary and good luck with your Annual General Meeting.