



2025 Annual Integrity Commissioner's Annual Report

Date	April 22, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Office of the City Clerk
Item #	CR26-37

RECOMMENDATION

That City Council receive and file this report.

HISTORY

At its April 1, 2026 meeting, the Executive Committee considered the attached report *EX26-31 2025 Annual Integrity Commissioner's Annual Report* from the Office of the City Clerk.

The Committee adopted a resolution to concur in the recommendation contained in the report.

Respectfully submitted,

EXECUTIVE COMMITTEE

A handwritten signature in black ink, appearing to read 'Amber Ackerman', is written over a horizontal line.

Amber Ackerman, Acting City Clerk 4/16/2026

ATTACHMENTS

EX26-31 2025 Annual Integrity Commissioner's Annual Report
Appendix A - 2025 Integrity Commissioner Annual Report



2025 Annual Integrity Commissioner's Annual Report

Date	April 1, 2026
To	Executive Committee
From	City Clerk's Office
Service Area	Office of the City Clerk
Item No.	EX26-31

RECOMMENDATION

The Executive Committee recommends that City Council receive and file this report at its April 22, 2026 meeting.

ISSUE

To provide City Council with the Integrity Commissioner's annual report.

IMPACTS

Financial Impact

The cost for producing the attached 2025 annual report (Appendix A) was approximately \$1,150.00.

There are no policy, strategic priority, legal, labour, environmental, Indigenous, Inclusion, Diversity, Equity & Accessibility (IDEA) impacts respecting this report.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

None with respect to this report.

DISCUSSION

The attached report (Appendix A) outlines the investigations undertaken by the Integrity Commissioner for the period January 1, 2025 to December 31, 2025.

DECISION HISTORY & AUTHORITY

In accordance with section 24(3) of *The Code of Ethics Bylaw, Bylaw No. 2017-4*, the Integrity Commissioner provides an annual report on all substantiated complaints received during the calendar year.

Respectfully Submitted,



Amber Ackerman,
Acting City Clerk

Prepared by: Amber Ackerman, Acting City Clerk

ATTACHMENTS

Appendix A - 2025 Integrity Commissioner Annual Report

2025 ANNUAL REPORT

INTEGRITY COMMISSIONER

CITY OF REGINA

The Code of Ethics Bylaw, 2017

January 1, 2025 - December 31, 2025

Angela Kruk

I. INTRODUCTION

This annual report covers the period of time from January 1, 2025 to December 31, 2025 summarizing the work undertaken by my office in the role of Integrity Commissioner for the City of Regina.

II. MANDATE OF THE INTEGRITY COMMISSIONER

Every municipality in Saskatchewan is required to adopt a code of ethics to be applied to all members of Council.

The City of Regina Code of Ethics Bylaw No 2017-4 (“Code”) requires the City to appoint an Integrity Commissioner to undertake the duties and responsibilities assigned to the office pursuant to the Code.

The duties and responsibilities of the Integrity Commissioner for the City of Regina include:

- a) Provide advance rulings and recommendations to members on questions of compliance with the Code;
- b) Receive, assess and investigate written complaints under the Code;
- c) Report to Executive Committee and Council on violations of the Code;
- d) Recommend sanctions or corrective actions where a violation has been found;
- e) Upon request, provide training and educational sessions to members of Council; and
- f) Report annually to the Executive Committee and Council.

The Code very specifically was intended not to apply to allegations that a member of Council has violated the conflict of interest obligations under *The Cities Act* and the Integrity Commissioner’s jurisdiction therefore does not include investigating allegations related to a conflict of interest by a member of Council.

I was appointed as Integrity Commissioner for the City of Regina beginning January 1, 2022, for a four year term ending December 31, 2025.

The purpose of the Code is to outline basic ethical standards and values for members, guiding their behaviour as they are fulfilling their duties and responsibilities as elected officials.

There are seven ethical principles that form the bedrock for the Code:

1. Honesty
2. Objectivity
3. Respect
4. Transparency & accountability
5. Confidentiality
6. Leadership & the public interest
7. Responsibility

The Code expands upon each of these seven principles to form the ethical basis upon which members are expected to perform, recognizing that:

1. As public officials, the actions of each member have an impact on the lives of residents and property owners in the City of Regina;
2. Members are expected to discharge their duties and responsibilities with a commitment to the highest of ethical standards; and
3. The conduct of elected officials has an impact on the quality of public administration and on the governance, reputation and integrity of the City of Regina.

III. WORK OF THE INTEGRITY COMMISSIONER

1. Advisory Function

I received one request from a member of Council on a questions of compliance with the Code.

2. Education

I did not deliver any education sessions to Council in 2025.

3. Complaints

In 2025, I received a total of one formal complaint and twenty inquiries or informal complaints.

Formal complaints are those that are submitted using the form prescribed under the Code and which must comply with section 20 of the Code in terms of the information that must be submitted with them.

Inquiries or informal complaints are essentially inquiries or concerns raised by a person, which do not comply with section 20 of the Code and are not filed using the formal process. Informal complaints can be submitted as formal complaints at any time, if all of the information described in section 20 is complied with.

a. Inquiries

Of the 20 inquiries received, one came from a member of Council and the remaining 19 came from members of the public.

13 of the inquiries related to matters that were not about a member of Council. Most of these inquiries related to complaints about city services, where the person did not know who else to contact about their issue.

Seven of the inquiries did relate to a member of Council, most of which were inquiries about the complaint process.

Although the receipt of an inquiry does not require the Integrity Commissioner to conduct an assessment as to whether or not the inquiry will be investigated, as a matter of courtesy, I respond to every inquiry, typically describing the role of the Integrity Commissioner and redirecting them to a more appropriate person to contact, where possible.

None of the inquiries turned into a formal complaint.

b. Formal Complaints/Request for Investigation

All of the formal complaints were handled in accordance with the complaint process described in the Code.

The one formal complaint received in 2025 was investigated but no violations of the Code were found.

Every formal complaint goes through an initial complaint classification process pursuant to section 21 of the Code. People are sometimes unhappy or disagree with the conduct of members of Council, but not all disagreements or differences of opinion relate to a member's obligations under the Code. The initial review process under section 21 is meant to identify complaints that are not related to ethical obligations under the Code and to redirect any matters more appropriately dealt with elsewhere.

In other words, not all formal complaints will be investigated.

If a complaint is not, on its face, a matter that relates to non-compliance with the Code, then the Integrity Commissioner will not investigate it.

If the complaint is, on its face, a matter related to non-compliance with the Code and no other forum, policy or process more appropriate to deal with it, then the complaint must be investigated by the Integrity Commissioner.

In situations where I decide not to investigate a formal complaint, I will provide brief reasons to the complainant.

Under the current process described in the Code, formal complaints that are not investigated, are not disclosed to the member of Council who was the subject of the complaint, but may be anonymized and included in an annual report.

The investigation process in the Code requires the Integrity Commissioner to issue a written report for all investigations that are concluded. The recipient of the written report will differ, depending on the conclusion of the investigation. Investigation reports that result in a finding of noncompliance with the Code will be provided to the member of Council, complainant, Executive Committee, Council and are released publicly. Investigation reports that result in a finding that there has been no violation of the Code are provided to the member of Council and the complainant only and are not released publicly.

c. Historical Summary

Following is a brief summary of the complaints handled by my office over the last four years:

Reporting Period	Informal Complaints Received	Formal Complaints Received	Investigations	Result	Sanctions
2022	25	8	2 (1 investigation included 2 complaints)	3 violations (2 related to the same conduct)	None
2023	11	15	5 (7 complaints were investigated together)	1 violation	None

2024	10	2	0	---	---
2025	20	1	1	0 violations	---

d. General Observations from 2025

Although the number of formal complaints and investigations were down in 2025, the number of inquiries from members of the public were up. Even so, the overall volume is not a cause for concern. A rise in inquiries that relate to the Code of Ethics is not necessarily a negative sign, as it can indicate an increasing awareness with the public of the ethical obligations expected of Council members.

In fact, I have noticed over the last four years that the citizens of Regina have been increasingly more aware of the existence of the Code of Ethics, but there continues to be wide disparity amongst people in what conduct they think should be covered by the Code of Ethics. I think the citizens of Regina could benefit from more content on the Code of Ethics publicly available on the City of Regina website.

A reminder to all members of Council that the Code of Ethics requires you to cooperate with the Integrity Commissioner when an investigation is being conducted under the Code and that includes responding in a timely manner to requests from the Integrity Commissioner. The Code contains specific deadlines for the completion of investigations and your cooperation to respond in a timely manner is crucial to the integrity of the investigation process.

IV. RECOMMENDATIONS

The first Annual Report I did in 2022 contained three recommendations to Council:

1. Provide the Integrity Commissioner with express authority to review the conduct of a member at council and committee meetings;
2. Modify the complaint process to provide discretion to the Integrity Commissioner to provide anonymized complaints to the member of Council if the complaint is not investigated; and
3. Code modernization.

I continue to encourage Council to consider these amendments to the Code.

In 2024 I recommended that all Integrity Commissioner Annual Reports and public investigation reports be posted on the City of Regina website to be more accessible to members of the public

and Council as a tool for transparency and learning. This is a common practice in many other provinces. I continue to encourage this as a best practice for the City of Regina.

V. CLOSING REMARKS

2025 was the first full year this Council worked together on behalf of the citizens of Regina. Overall, Council members adapted well to their obligations under the Code of Ethics.

The work of a City Councillor has its challenges. You will often be dealing with unhappy people who are not subject to the same ethical obligations as you and will not always communicate their opinions in a respectful manner. Even still, a member of Council's obligation to conduct themselves within the boundaries of the Code of Ethics does not change. You are held to a higher ethical standard than the constituents you serve and for good reason. You are each a role model for integrity, transparency and accountability in municipal government.

As my term as Integrity Commissioner has come to an end, I am grateful to all the members of Council, City management and citizens of Regina, that I have crossed paths with over the last four years, for their dedication to ethics, integrity and accountability. Everyone with a function in municipal government has a role to play in creating an environment dedicated to ethics and integrity and I am honoured to have been a small part of it over the last four years.

All of which is respectfully submitted.

Angela Kruk

Integrity Commissioner 2022-2025
February 16, 2026

2025 ANNUAL REPORT

INTEGRITY COMMISSIONER

CITY OF REGINA

The Code of Ethics Bylaw, 2017

January 1, 2025 - December 31, 2025

Angela Kruk

I. INTRODUCTION

This annual report covers the period of time from January 1, 2025 to December 31, 2025 summarizing the work undertaken by my office in the role of Integrity Commissioner for the City of Regina.

II. MANDATE OF THE INTEGRITY COMMISSIONER

Every municipality in Saskatchewan is required to adopt a code of ethics to be applied to all members of Council.

The City of Regina Code of Ethics Bylaw No 2017-4 (“Code”) requires the City to appoint an Integrity Commissioner to undertake the duties and responsibilities assigned to the office pursuant to the Code.

The duties and responsibilities of the Integrity Commissioner for the City of Regina include:

- a) Provide advance rulings and recommendations to members on questions of compliance with the Code;
- b) Receive, assess and investigate written complaints under the Code;
- c) Report to Executive Committee and Council on violations of the Code;
- d) Recommend sanctions or corrective actions where a violation has been found;
- e) Upon request, provide training and educational sessions to members of Council; and
- f) Report annually to the Executive Committee and Council.

The Code very specifically was intended not to apply to allegations that a member of Council has violated the conflict of interest obligations under *The Cities Act* and the Integrity Commissioner’s jurisdiction therefore does not include investigating allegations related to a conflict of interest by a member of Council.

I was appointed as Integrity Commissioner for the City of Regina beginning January 1, 2022, for a four year term ending December 31, 2025.

The purpose of the Code is to outline basic ethical standards and values for members, guiding their behaviour as they are fulfilling their duties and responsibilities as elected officials.

There are seven ethical principles that form the bedrock for the Code:

1. Honesty
2. Objectivity
3. Respect
4. Transparency & accountability
5. Confidentiality
6. Leadership & the public interest
7. Responsibility

The Code expands upon each of these seven principles to form the ethical basis upon which members are expected to perform, recognizing that:

1. As public officials, the actions of each member have an impact on the lives of residents and property owners in the City of Regina;
2. Members are expected to discharge their duties and responsibilities with a commitment to the highest of ethical standards; and
3. The conduct of elected officials has an impact on the quality of public administration and on the governance, reputation and integrity of the City of Regina.

III. WORK OF THE INTEGRITY COMMISSIONER

1. Advisory Function

I received one request from a member of Council on a questions of compliance with the Code.

2. Education

I did not deliver any education sessions to Council in 2025.

3. Complaints

In 2025, I received a total of one formal complaint and twenty inquiries or informal complaints.

Formal complaints are those that are submitted using the form prescribed under the Code and which must comply with section 20 of the Code in terms of the information that must be submitted with them.

Inquiries or informal complaints are essentially inquiries or concerns raised by a person, which do not comply with section 20 of the Code and are not filed using the formal process. Informal complaints can be submitted as formal complaints at any time, if all of the information described in section 20 is complied with.

a. Inquiries

Of the 20 inquiries received, one came from a member of Council and the remaining 19 came from members of the public.

13 of the inquiries related to matters that were not about a member of Council. Most of these inquiries related to complaints about city services, where the person did not know who else to contact about their issue.

Seven of the inquiries did relate to a member of Council, most of which were inquiries about the complaint process.

Although the receipt of an inquiry does not require the Integrity Commissioner to conduct an assessment as to whether or not the inquiry will be investigated, as a matter of courtesy, I respond to every inquiry, typically describing the role of the Integrity Commissioner and redirecting them to a more appropriate person to contact, where possible.

None of the inquiries turned into a formal complaint.

b. Formal Complaints/Request for Investigation

All of the formal complaints were handled in accordance with the complaint process described in the Code.

The one formal complaint received in 2025 was investigated but no violations of the Code were found.

Every formal complaint goes through an initial complaint classification process pursuant to section 21 of the Code. People are sometimes unhappy or disagree with the conduct of members of Council, but not all disagreements or differences of opinion relate to a member's obligations under the Code. The initial review process under section 21 is meant to identify complaints that are not related to ethical obligations under the Code and to redirect any matters more appropriately dealt with elsewhere.

In other words, not all formal complaints will be investigated.

If a complaint is not, on its face, a matter that relates to non-compliance with the Code, then the Integrity Commissioner will not investigate it.

If the complaint is, on its face, a matter related to non-compliance with the Code and no other forum, policy or process more appropriate to deal with it, then the complaint must be investigated by the Integrity Commissioner.

In situations where I decide not to investigate a formal complaint, I will provide brief reasons to the complainant.

Under the current process described in the Code, formal complaints that are not investigated, are not disclosed to the member of Council who was the subject of the complaint, but may be anonymized and included in an annual report.

The investigation process in the Code requires the Integrity Commissioner to issue a written report for all investigations that are concluded. The recipient of the written report will differ, depending on the conclusion of the investigation. Investigation reports that result in a finding of noncompliance with the Code will be provided to the member of Council, complainant, Executive Committee, Council and are released publicly. Investigation reports that result in a finding that there has been no violation of the Code are provided to the member of Council and the complainant only and are not released publicly.

c. Historical Summary

Following is a brief summary of the complaints handled by my office over the last four years:

Reporting Period	Informal Complaints Received	Formal Complaints Received	Investigations	Result	Sanctions
2022	25	8	2 (1 investigation included 2 complaints)	3 violations (2 related to the same conduct)	None
2023	11	15	5 (7 complaints were investigated together)	1 violation	None

2024	10	2	0	---	---
2025	20	1	1	0 violations	---

d. General Observations from 2025

Although the number of formal complaints and investigations were down in 2025, the number of inquiries from members of the public were up. Even so, the overall volume is not a cause for concern. A rise in inquiries that relate to the Code of Ethics is not necessarily a negative sign, as it can indicate an increasing awareness with the public of the ethical obligations expected of Council members.

In fact, I have noticed over the last four years that the citizens of Regina have been increasingly more aware of the existence of the Code of Ethics, but there continues to be wide disparity amongst people in what conduct they think should be covered by the Code of Ethics. I think the citizens of Regina could benefit from more content on the Code of Ethics publicly available on the City of Regina website.

A reminder to all members of Council that the Code of Ethics requires you to cooperate with the Integrity Commissioner when an investigation is being conducted under the Code and that includes responding in a timely manner to requests from the Integrity Commissioner. The Code contains specific deadlines for the completion of investigations and your cooperation to respond in a timely manner is crucial to the integrity of the investigation process.

IV. RECOMMENDATIONS

The first Annual Report I did in 2022 contained three recommendations to Council:

1. Provide the Integrity Commissioner with express authority to review the conduct of a member at council and committee meetings;
2. Modify the complaint process to provide discretion to the Integrity Commissioner to provide anonymized complaints to the member of Council if the complaint is not investigated; and
3. Code modernization.

I continue to encourage Council to consider these amendments to the Code.

In 2024 I recommended that all Integrity Commissioner Annual Reports and public investigation reports be posted on the City of Regina website to be more accessible to members of the public

and Council as a tool for transparency and learning. This is a common practice in many other provinces. I continue to encourage this as a best practice for the City of Regina.

V. CLOSING REMARKS

2025 was the first full year this Council worked together on behalf of the citizens of Regina. Overall, Council members adapted well to their obligations under the Code of Ethics.

The work of a City Councillor has its challenges. You will often be dealing with unhappy people who are not subject to the same ethical obligations as you and will not always communicate their opinions in a respectful manner. Even still, a member of Council's obligation to conduct themselves within the boundaries of the Code of Ethics does not change. You are held to a higher ethical standard than the constituents you serve and for good reason. You are each a role model for integrity, transparency and accountability in municipal government.

As my term as Integrity Commissioner has come to an end, I am grateful to all the members of Council, City management and citizens of Regina, that I have crossed paths with over the last four years, for their dedication to ethics, integrity and accountability. Everyone with a function in municipal government has a role to play in creating an environment dedicated to ethics and integrity and I am honoured to have been a small part of it over the last four years.

All of which is respectfully submitted.

Angela Kruk

Integrity Commissioner 2022-2025
February 16, 2026