

**REVISED AGENDA  
REGULAR BUSINESS MEETING OF CITY COUNCIL**

**Monday, November 23, 2015, 1:00 p.m.  
Council Chamber, City Hall**

**Pages**

**1. NATIONAL ANTHEM AND CALL TO ORDER**

**2. CONFIRMATION OF AGENDA**

**29 - 57**

***Recommendation***

1. Bylaw No. 9334, The Smoking Control Amendment Bylaw, 2015 (No. 2), paragraph 5(b) has been amended for Item 9.6.4;
2. That the letters from the following individuals be added to Item 9.6.4:

**Request to Speak**

- Mitch Tarala, dated November 18, 2015; and
- Jennifer Miller, dated November 23, 2015;

**Submitting Comments**

- Greg Hamacher, dated November 22, 2015; and
- Mitch Tarala, dated November 23, 2015;

3. That the agenda be confirmed as amended.

**3. DECLARATION OF PECUNIARY INTEREST**

**4. ADOPTION OF MINUTES**

**Recommendation**

That the minutes of the Regular Business Meeting of City Council held on

October 26, 2015, be approved.

**5. PUBLIC ACKNOWLEDGMENTS**

**6. UNFINISHED BUSINESS**

**6.1 The Municipal Review Commission (Files CK. 255-18)**

58 - 93

At the meeting of City Council held on July 23, 2015 the Municipal Review Commission provided an update on its activities and anticipated completion dates of reports of the Election Committee, Code of Conduct Committee, and Remuneration Committee.

Ms. Linda Moulin will be in attendance to present the report.

**Recommendation**

That the direction of Council issue in regards to the recommendations contained in the report.

**7. QUESTION PERIOD**

**8. CONSENT AGENDA**

**Recommendation**

That the Committee recommendations contained in items 8.1.1 to 8.1.11, 8.3.1 to 8.3.9, 8.4.1 to 8.4.5, and 8.5.1 be adopted as one motion.

**8.1 Standing Policy Committee on Planning, Development & Community Services**

**8.1.1 Garbage and Debris Issues – Greenfield and Infill Development (Files CK. 4110-1, x 6315-1, PL. 4350-63)**

94 - 104

**Recommendation**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

**8.1.2 Adult Service Licensing Bylaw – Adult Entertainment Venues (Files CK. 4350-25 and PL. 4005-9-12)**

105 - 108

**Recommendation**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

- 8.1.3 Leisure Centre Market Research – Separate Pass for the Weight Room and Exercise Room (Files CK. 5500-1, x 1720-3 and RS. 1720-5)** 109 - 114
- Recommendation**
- That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.
- 8.1.4 Funding for Major Festivals (Files CK. 1870-15 and RS. 1870-2-1)** 115 - 120
- Recommendation**
- That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.
- 8.1.5 2015 Prepaid Servicing Rates (Direct and Offsite) (Files CK. 4216-1 and TU. 4216-1)** 121 - 136
- Recommendation**
- That the 2015 Prepaid Service Rates be approved, as submitted under Attachment 1 of the November 2, 2015 report of the General Manager, Transportation & Utilities Department.
- 8.1.6 Timing of Review of Infill Guidelines (Files CK. 4350-63 and PL. 4350-28)** 137 - 139
- Recommendation**
- That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.
- 8.1.7 Award of Contract – Detailed Design and Construction of Arbours and Seating Elements at 25th Street and Idylwyld Drive (Files CK. 6000-13 and PL. 217-97)** 140 - 147
- Recommendation**
1. That the award of contract to fabARTS for work required for the detailed design and construction of five arbours and two seating elements at 25th Street and Idylwyld Drive for a total of \$120,000, plus GST, be approved; and
  2. That the City Solicitor be requested to prepare the appropriate contract documents, and that His Worship the Mayor and the City Clerk be authorized to execute the

agreement under the Corporate Seal.

- 8.1.8 Recreation and Parks Master Plan – Implementation Plan (Files CK. 5500-1 and RS. 5500-1)** 148 - 179

**Recommendation**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

- 8.1.9 Reserve and Rate Sufficiency Review (Files CK. 4216-1 and RS. 4216.1)** 180 - 185

**Recommendation**

1. That the 2015 Parks and Recreation Levy component rate on residential lots be approved as follows:

Neighbourhood: \$260.30  
District: \$103.50  
Multi-District: \$ 31.90  
=\$395.70; and

2. That the 2015 Community Centre Levy rates for each developing neighbourhood be approved, as outlined in the report of the General Manager, Community Services Department dated November 2, 2015.

- 8.1.10 City of Saskatoon's Response to Refugee Crisis – Additional Information (Files CK. 100-21 and RS. 100-1)** 186 - 190

**Recommendation**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

- 8.1.11 License Agreement Renewal – Shearwater River Cruises Ltd. (Files CK. 5520-10 and RS. 5520-2)** 191 - 194

**Recommendation**

1. That the agreement between the City of Saskatoon and Shearwater River Cruises Ltd. be approved, as outlined in the report of the General Manager, Community Services Department dated November 2, 2015; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the appropriate

agreement under the Corporate Seal.

**8.2 Standing Policy Committee on Finance**

**8.3 Standing Policy Committee Transportation**

- 8.3.1 Update on the Development of the Active Transportation Plan (Files CK. 6330-1 and PL. 6330-6) 195 - 198**

**Recommendation**

That the report of the General Manager, Community Services Department, dated November 9, 2015, be received as information.

- 8.3.2 Amendments to Bylaw No. 7200, The Traffic Bylaw – Speed Limit Changes (Files CK. 6320-1) 199 - 203**

**Recommendation**

1. That a speed limit of 60 kph on Range Road 3060 from the north City Limit south to highway 16 be established;
2. That a speed limit of 60 kph on Wanuskewin Road between 51st Street to a point 450 metres north of Adilman Drive be established;
3. That a speed limit of 70 kph on Wanuskewin Road from a point 450 metres north of Adilman Drive to a point 370 metres north of 71st Street be established;
4. That a speed limit of 80 kph on Range Road 3055 from 71st Street West to the north City Limit be established;
5. That a speed limit of 90 kph on Wanuskewin Road from a point 370 metres north of 71st Street to the north City Limit be established;
6. That a speed limit of 90 kph on 71st Street West from Thatcher Avenue west to the City Limits be established;
7. That a speed limit of 100 kph on Highway 11 from a point 470 meters south of Circle Drive East to the south City Limit be established; and
8. That the City Solicitor be requested to prepare the appropriate bylaw amendment to Bylaw No. 7200, The Traffic Bylaw to go into effect February 1, 2016.

- 8.3.3 Accessible Pedestrian Signals – Award of Contract (Files CK. 6150-3, x 1000-1, and TS. 6250-5) 204 - 207**

**Recommendation**

1. That the City enter into an agreement with AstroGraphic

Industries Ltd. for the supply of Accessible Pedestrian Signal equipment at a total cost of \$215,872.80 (including GST and PST) over a three year period;

2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the report be provided to the Saskatoon Accessibility Advisory Committee for information.

**8.3.4 2014 – 2015 Street Maintenance Towing - Request for Change Order (Files CK. 6120-6 and PW. 6315-3) 208 - 211**

**Recommendation**

That a change order in the amount of \$132,881.50 (taxes included) for Purchase Order No. 351617 with Always Towing Ltd. for the 2014-2015 Street Maintenance Towing be approved.

**8.3.5 Building Better Roads – 2015 Year End Review (Files CK. 6315-1, CS. 6315-1, and CS. 1500-1) 212 - 217**

**Recommendation**

That the report of the General Manager, Transportation & Utilities Department dated November 9, 2015, be received as information.

**8.3.6 Extension of Owner’s Engineering Services for the Circle Drive South Project (Files CK. 6050-9 and TS. 6005-47) 218 - 221**

**Recommendation**

1. That the extension for \$600,000 for the Owner’s Engineering Services from Stantec Consulting Ltd. for the Circle Drive South Project be approved; and
2. That the City Solicitor be requested to amend the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

**8.3.7 Sidewalk Snow Clearing Enforcement Process - Implementation (Files CK. 6290-1 and PL. 6120-1) 222 - 263**

A letter submitting comments from Dale Pryma, dated November 12, 2015, is provided.

**Recommendation**

That the report of the General Manager, Community Services Department dated November 9, 2015, be received as information.

**8.3.8 Taxi Regulation Section (Files CK. 307-4 and AF. 307-1) 264 - 271**

**Recommendation**

1. That the annual taxi license be increased to \$525 effective January 1, 2016; and
2. That the information be received.

**8.3.9 8th Street Transit Corridor Review (files CK. 7310-1 and TR. 7300-1) 272 - 278**

**Recommendation**

1. That Saskatoon Transit be directed to further develop the service along 8th Street as outlined in the report of the General Manager, Transportation and Utilities Department dated November 9, 2015, and conduct public consultations and community engagement; and
2. That the Administration report back by April 2016, so that City Council can decide whether or not to implement changes in July of 2016.

**8.4 Standing Policy Committee on Environment, Utilities & Corporate Services**

**8.4.1 Strategic Plan: 2015 Progress Report for Performance Measures (Files CK. 116-1 and CP. 116-2) 279 - 295**

**Recommendation**

That the report of the General Manager, Corporate Performance Department dated November 9, 2015 be received as information.

**8.4.2 Compact of Mayors (Files CK. 375-4 and CP. 7540-001) 296 - 303**

**Recommendation**

1. That the City of Saskatoon commit to the Compact of Mayors agreement on climate change; and
2. That the Mayor be authorized to sign the Compact of Mayors on behalf of the City of Saskatoon.

**8.4.3 2015 Curbside Swap (Files CK. 7830-5 and CP. 7832-007) 304 - 311**

### **Recommendation**

That the report of the General Manager, Corporate Performance Department dated November 9, 2015 be received as information.

- 8.4.4 Bylaw No. 8880, Private Sewer and Water Service Connection Bylaw, 2010 – Update Request (Files CK. 7780-1 and TS. 7820-0)** 312 - 314

### **Recommendation**

That the City Solicitor be instructed to draft the necessary amendments to Bylaw No. 8880, Private Sewer and Water Service Connection Bylaw, 2010 for consideration by City Council as outlined in the report of the General Manager, Transportation & Utilities dated November 9, 2015.

- 8.4.5 Wastewater Treatment Plant – Odour Monitoring System Update (Files CK. 7800-1 and TU. 7990-82)** 315 - 319

### **Recommendation**

That the report of the General Manager, Transportation & Utilities Department dated November 9, 2015 be received as information.

## **8.5 Executive Committee**

- 8.5.1 Third Quarter Results – City of Saskatoon’s Corporate Business Plan and Budget – Sustaining the Saskatoon Advantage (Files CK. 430-72, x 1700-1)** 320 - 354

### **Recommendation**

That the report of the General Manager, Corporate Performance Department dated November 16, 2015, be received as information.

## **9. REPORTS FROM ADMINISTRATION AND COMMITTEES**

### **9.1 Asset & Financial Management Department**

- 9.1.1 Incentive Application - ABC Canada Technology Group Ltd. (Files CK. 3500-15 and AF. 3500-1)** 355 - 358

### **Recommendation**

1. That the application from ABC Canada Technology Group Ltd. for a five-year tax abatement on the incremental portion of taxes at 1801 Quebec Avenue, as a result of its

expansion in 2016, be approved as follows:

- 100% in Year 1
  - 80% in Year 2
  - 70% in Year 3
  - 60% in Year 4
  - 50% in Year 5
2. That the City Solicitor be instructed to prepare the appropriate agreements.

## 9.2 Community Services Department

- 9.2.1 **Optimist Winter Recreation Park and Lifestyle Activity Centre (Files CK. 4205-39 and RS. 4205-1)** 359 - 365

### Recommendation

1. That the planned approach for donor solicitation, recognition, and offering of naming rights to the Winter Recreation Park and Lifestyle Activity Centre and surrounding amenities be approved, as outlined in this report, subject to the Administration, in consultation with the Office of the City Solicitor, receiving and reviewing any naming rights agreements for the same; and
2. That the proposed name of the facility “Optimist Hill at Diefenbaker Park” be approved.

## 9.3 Corporate Performance Department

## 9.4 Transportation & Utilities Department

- 9.4.1 **Capital Project #2407 - North Commuter Parkway and Traffic Bridge - Procurement Complete (Files CK. 6050-10, x CK. 6050-8, CS. 6050-10, and IS. 6050-104-044)** 366 - 394

### Recommendation

That the information be received.

- 9.4.2 **Capital Project #2407 - North Commuter Parkway and Traffic Bridge - Technical Advisory Consulting Services (Files CK. 6050-10, CS. 6050-10, and IS. 6050-104-044)** 395 - 398

### Recommendation

1. That the scope of the Engineering Services Agreement with CIMA+ for the provision of technical advisory services for the North Commuter Parkway, at a total estimated cost of \$3,824,899.00 (plus G.S.T.), be increased by \$2,423,276.00 (plus G.S.T.) in fees to include all Technical Advisory

Consulting Services for the duration of the project, as modified from a Design-Build to a Public-Private Partnership procurement model; and

2. That the City Solicitor be authorized to amend the Engineering Services Agreement to increase the increased scope outlined in this report.

## 9.5 Office of the City Clerk

## 9.6 Office of the City Solicitor

- 9.6.1 **North Commuter Parkway and Traffic Bridge Project - Borrowing Bylaw (Files CK. 1750-1, x 6050-10, and x 6050-8)** 399 - 413

### Recommendation

That City Council consider Bylaw No. 9325, *The North Commuter Parkway and Traffic Bridge Project Borrowing Amendment Bylaw, 2015*.

- 9.6.2 **Civic Vehicles and Equipment Fund Transfer Request Amendment to Bylaw No. 6774, the Capital Reserve Bylaw (Files CK. 1815-1, & 1390-1)** 414 - 415

### Recommendation

That City Council consider Bylaw No. 9333.

- 9.6.3 **Implementation of a New Fire Fighters' Pension Plan and Consequential Amendments to the Existing Plan (Files CK. 4730-10)** 416 - 523

### Recommendation

1. That City Council consider Bylaw No. 9330, The City of Saskatoon Fire and Protective Services Department Superannuation Plan Amendment Bylaw, 2015;
2. That City Council approve the amendments to the Trust Agreement for The Saskatoon Fire and Protective Services Department Superannuation Plan as outlined in this Report, and authorize His Worship the Mayor and the City Clerk to execute the amended Trust Agreement; and
3. That City Council approve The Saskatoon Fire Fighters' Pension Plan Trust Agreement and attached Appendix "A" – The Saskatoon Fire Fighters' Pension Plan, and authorize His Worship the Mayor and the City Clerk to execute the Agreement.

**9.6.4 Regulation of Electronic-Cigarettes/Vaping (Files CK. 185-3) 524 - 530**

**Recommendation**

1. That City Council consider Bylaw No. 9334, The Smoking Control Amendment Bylaw, 2015 (No. 2).
2. That the direction of City Council issue with respect to an exemption for ceremonial tobacco use and vaping shops in The Smoking Control Bylaw, 2004.

**9.7 Standing Policy Committee on Environment, Utilities And Corporate Services**

**9.7.1 Update on the Education for Sustainable Development Partnership Program: Student Action for a Sustainable Future (Files CK. 7550-1, WT. 7550-031, and CP. 7550-004) 531 - 540**

A video regarding this matter will be provided.

**Recommendation**

That the report of the General Manager, Corporate Performance Department dated November 9, 2015 be received as information.

**9.8 Standing Policy Committee on Finance**

**9.9 Standing Policy Committee on Planning, Development And Community Services**

**9.10 Standing Policy Committee on Transportation**

**9.11 Executive Committee**

**9.11.1 2016 Appointments of Deputy Mayor (Files CK. 255-3) 541 - 544**

**Recommendation**

That City Council approve the 2016 appointments of Deputy Mayor, as described in the report of the City Clerk, dated October 19, 2015, and detailed in Attachment 1.

**9.11.2 2016 Appointments to Executive Committee and Standing Policy Committees (Files CK. 255-3) 545 - 548**

**Recommendation**

That City Council approve the following appointments for 2016:

**Executive Committee**

All members of City Council

**Standing Policy Committee on Planning, Development & Community Services**

Councillor Davies

Councillor Hill

Councillor Jeffries

Councillor Lorje

Councillor Paulsen

**Standing Policy Committee on Finance**

Councillor Clark

Councillor Donauer

Councillor Iwanchuk

Councillor Olauson

Councillor Paulsen

**Standing Policy Committee on Transportation**

Councillor Clark

Councillor Davies

Councillor Donauer

Councillor Hill

Councillor Loewen

**Standing Policy Committee on Environment, Utilities & Corporate Services**

Councillor Iwanchuk

Councillor Jeffries

Councillor Loewen

Councillor Lorje

Councillor Olauson

9.11.3 2016 Annual Appointments to Boards and Committees (Files CK. 255-1 x 175-1)

549 - 559

## **Recommendation**

That the following appointments and reappointments for the terms indicated, be approved:

### **Advisory Committee on Animal Control [File No. CK. 225-9]**

1. That the following be re-appointed to the Advisory Committee on Animal Control for 2016:

- Councillor Z. Jeffries
- Ms. Melissa Gieni, Public
- Dr. Edward Hudson, Public
- Ms. Cassandra Stinn, Public
- Ms. Andrea Ziegler, Public
- Dr. Duncan Hockley, Western College of Veterinary Medicine
- Ms. Kristen Shymko, Saskatoon Health Region
- Dr. Michael Powell, Saskatoon Academy of Veterinary Medicine; and

2. That Executive Committee report further regarding the remaining public vacancy.

### **Corman Park – Saskatoon District Planning Commission [File No. CK. 175-10]**

That the following be reappointed to the Corman Park – Saskatoon District Planning Commission for 2016:

- Councillor R. Donauer
- Councillor E. Olason
- Mr. Bruce Richet, Public
- Mr. Brad Sylvester, Public

### **Cultural Diversity and Race Relations Committee [File No. CK. 225-40]**

That the following be appointed and reappointed to the Cultural Diversity and Race Relations Committee for the terms indicated:

For 2016:

- Councillor E. Olauson
- Ms. Julie Yu, Public
- Ms. Joann Gaudry, Public
- Ms. Maria Soonias, Public
- Ms. Shirley Ross, Public
- Ms. Nayyar Javed, Public
- Mr. Toffic Salah, Public
- Ms. Kari Wuttunee, Public

To the end of 2017:

- Mr. David Santosi, Ministry of Social Services
- Mr. Christopher Sicotte, Public-Metis Community
- Mr. Howard Sangwais, Ministry of Corrections, Public Safety and Policing

**Municipal Heritage Advisory Committee [File No. CK. 225-18]**

That the following be appointed and reappointed to the Municipal Heritage Advisory Committee for the terms indicated:

For 2016:

- Councillor C. Clark

To the end of 2017:

- Ms. Patti McGillivray, Public
- Ms. Maggie Schwab, Public
- Mr. Lloyd Minion, Saskatoon Region – Association of Realtors Inc.
- Mr. Mike Velonas, Meewasin Valley Authority
- Mr. Michael Williams, Saskatoon Archaeological Society

**Municipal Planning Commission [File No. CK. 175-16]**

That the following be appointed and reappointed to the Municipal Planning Commission for the terms indicated:

For 2016:

- Councillor E. Olauson

To the end of 2017:

- Ms. Diane Bentley, Public
- Ms. Donna Fracchia, Public
- Mr. Greg White, Public
- Ms. Janice Braden, Public
- Ms. Sydney Smith, Public
- Mr. Shaun Betker, Public
- Mr. Stan Laba, Board of Education for Saskatoon Public Schools

**Naming Advisory Committee [File No. CK. 225-1]**

That the following be reappointed to the Naming Advisory Committee for 2016:

- Councillor T. Davies
- Councillor A. Iwanchuk

**Public Art Advisory Committee [File No. CK. 175-58]**

That Ms. Gale Hagblom be appointed as a public member of the Public Art Advisory Committee to the end of 2017.

**Saskatoon Accessibility Advisory Committee [File No. CK. 225-70]**

That the following be reappointed to the Saskatoon Accessibility Advisory Committee for the terms indicated:

For 2016:

- Councillor C. Clark

- Councillor M. Loewen

To the end of 2017:

- Ms. Janice Dawson, Public
- Ms. Gladys Kozlow, Public
- Mr. J.D. McNabb, Public
- Ms. Odette Nicholson, Public

**Saskatoon Environmental Advisory Committee [File No. CK. 175-9]**

That the following be appointed and reappointed to the Saskatoon Environmental Advisory Committee for the terms indicated:

For 2016:

- Councillor M. Loewen

To the end of 2017:

- Ms. Kathryn Palmer, Public
- Ms. Sara Harrison, Public
- Ms. Kathleen Aikens, Public
- Ms. Angie Bugg, Public
- Mr. David McGrane, Public
- Ms. Kari Engele-Carter, Saskatoon Health Region

**Social Services Subcommittee – Assistance to Community Groups: Cash Grant Program [File No. CK. 225-2-4]**

That the following be appointed and reappointed to the Social Services Subcommittee for 2016:

- Ms. Heather Trischuk, Public
- Ms. Janet Simpson, Board of Education for Saskatoon Public Schools

- Ms. Carol McInnis, Board of Education for Greater Saskatoon Catholic Schools
- Ms. Judy Shum, United Way
- Mr. Peter Wong, Ministry of Social Services

**Street Activity Steering Committee [File No. CK. 5000-1]**

1. That the appointment term be two years; and
2. That the following be reappointed to the Street Activity Steering Committee to the end of 2017:
  - Ms. Vanessa Charles, Saskatoon Anti-Poverty Coalition
  - Ms. Sarah Marchildon, Broadway Business Improvement District
  - Ms. Elisabeth Miller, Community Services Department
  - Mr. Brent Penner, The Partnership
  - Mr. Randy Pshebylo, Riversdale Business Improvement District
  - Police Chief Clive Weighill, Saskatoon Police Service  
(Sgt. Mitch Yuzdepski, Alternate)

**Traffic Safety Committee [File No. CK. 225-8]**

That the following be appointed and reappointed to the Traffic Safety Committee for the terms indicated:

For 2016:

- Councillor A. Iwanchuk

To the end of 2017:

- Mr. Doug Hingston, Public
- Mr. Steve Shannon, Board of Education for Saskatoon Public Schools – School Community Council Assembly
- Sergeant Dan Bryden, Saskatoon Police Service
- Mr. Ken Claffey, Board of Education for Saskatoon Public

Schools – Driver Education

- Mr. Al Reichert, Saskatoon and District Safety Council

**Albert Community Centre Management Committee [File No. CK. 225-27]**

1. That the following be reappointed to the Albert community Centre Management Committee to the end of 2016:

- Councillor C. Clark
- Ms. Julie Gutek, Public
- Ms. Lisa Kirkham, Varsity View Community Association
- Mr. Grant Whitecross, Nutana Community Association
- Mr. Dave Hude, Facilities & Fleet Management; and

2. That the Executive Committee report further regarding the remaining public vacancies.

**Board of Police Commissioners [File No. CK. 175-23]**

That the following be reappointed to the Board of Police Commissioners for 2016:

- Councillor C. Clark
- Councillor D. Hill
- Ms. Darlene Brander, Public
- Ms. Carolanne Inglis-McQuay, Public

**Centennial Auditorium and Convention Centre Corporation Board of Directors (TCU Place) [File No. CK. 175-28]**

1. That the City's representative be instructed to vote the City's proxy at the 2016 Annual General Meeting for the reappointment of the following to the Centennial Auditorium and Convention Centre Corporation Board of Directors throughout a term expiring at the conclusion of the terms indicated:

At the conclusion of the 2017 Annual General Meeting:

- Councillor A. Iwanchuk
- Councillor T. Paulsen
- Mr. Kirk M. Cherry, Public

At the conclusion of the 2018 Annual General Meeting:

- Mr. Morris Smysnuik; and

2. That the Executive Committee report further regarding the remaining public vacancy.

**Library Board [File No. CK. 175-19]**

1. That the following be reappointed to the Library Board for the terms indicated:

For 2016:

- Councillor M. Loewen

To the end of 2017:

- Ms. Lisa Erickson, Public
- Ms. Karen Harilstad, Public; and

2. That the Executive Committee report further regarding the remaining public vacancies.

**Marr Residence Management Board [File No. CK. 225-52]**

That the following be appointed and reappointed to the Marr Residence Management Board for the terms indicated:

For 2016:

- Councillor C. Clark

To the end of 2017:

- Ms. Fiona Boyko, Public

- Mr. Garth Cantrill, Nutana Community Association
- Ms. Della Greer, Saskatoon Heritage Society
- Mr. Andrew Whiting, Meewasin Valley Authority

**Saskatoon Gallery and Conservatory Board of Directors [File No. CK. 175-27]**

That the City's representative be instructed to vote the City's proxy at the 2016 Annual General Meeting for the reappointment of the following to the Saskatoon Gallery and Conservatory Board of Directors throughout a term expiring at the conclusion of the terms indicated:

At the conclusion of the 2017 Annual General Meeting:

- Councillor C. Clark
- Councillor T. Paulsen

At the conclusion of the 2018 Annual General Meeting:

- Mr. Darrell Bell, Public
- Ms. Keitha McClocklin, Public

**Remai Modern Art Gallery of Saskatchewan [File No. CK. 175-27]**

That the City's representative be instructed to vote the City's proxy at the 2016 Annual General Meeting for the reappointment of the following to the Remai Modern Art Gallery of Saskatchewan throughout a term expiring at the conclusion of the terms indicated:

At the conclusion of the 2017 Annual General Meeting:

- Councillor C. Clark
- Councillor T. Paulsen

At the conclusion of the 2018 Annual General Meeting:

- Mr. Darrell Bell, Public

- Ms. Keitha McClocklin, Public

**SaskTel Centre Board of Directors [File No. CK. 175-31]**

That the City's representative be instructed to vote the City's proxy at the 2016 Annual General Meeting for the appointment and reappointment of the following to the SaskTel Centre Board of Directors throughout a term expiring at the conclusion of the terms indicated:

At the conclusion of the 2017 Annual General Meeting:

- Councillor T. Davies
- Councillor D. Hill

At the conclusion of the 2018 Annual General Meeting:

- Mr. Arthur Postle, Public (effective January 1, 2016)
- Mr. Jim Rhode, Public (effective January 1, 2016)
- Ms. Candice Murray, Public
- Mr. Derek Lothian, Public

**Board of Revision/Saskatoon License Appeals Board [File No. CK. 175-6 and 175-56]**

1. That the following be reappointed to the Board of Revision and to the License Appeals Board to the end of 2016:

- Ms. June Bold, Public
- Mr. Colin Butler, Public
- Mr. Adrian Deschamps, Public
- Mr. Marvin Dutton, Public
- Mr. David Gabruch, Public
- Mr. Randy Pangborn, Public
- Mr. David Putz, Public
- Mr. Asit Sarkar, Public
- Mr. Dennis Will, Public; and

2. That the Executive Committee report further on the remaining public vacancy.

**Development Appeals Board [File No. CK. 175-21]**

That the following be appointed and reappointed to the Development Appeals Board to the end of 2017:

- Mr. Brad Wiebe, Public
- Ms. Lois Lamon, Public
- Mr. Asit Sarkar, Public
- Mr. Fred Sutter, Public

**Property Maintenance Appeals Board/Private Swimming Pools Appeals Board/Waste Management Appeals Board [File No. CK. 225-54]**

That the following be reappointed to the Property Maintenance Appeals Board/Private Swimming Pools Appeals Board/Waste Management Appeals Board to the end of 2017:

- Mr. Michael Brockbank, Public
- Mr. Donald Stiller, Public
- Mr. Dan Wiks, Public

**33rd Street Business Improvement District Board of Management [File No. CK 175-59]**

That Councillor D. Hill be reappointed to the 33rd Street Business Improvement District Board of Management for 2016.

**Broadway Business Improvement District Board of Management [File No. CK 175-47]**

That Councillor C. Clark be reappointed to the Broadway Business Improvement District Board of Management for 2016.

**Downtown Business Improvement District Board of Management (The Partnership) [File No. CK 175-48]**

That Councillor T. Davies be reappointed to the Downtown Business Improvement District Board of Management for 2016.

**Federation of Canadian Municipalities National Board of Directors [File No. CK 155-2]**

That Councillor D. Hill be nominated to put his name forward for election to the Federation of Canadian Municipalities National Board of Directors for 2016.

**Federation of Canadian Municipalities Standing Committees [File No. CK 155-2]**

That all City Councillors be nominated to apply to be appointed to a Federation of Canadian Municipalities Standing Committee.

**Meewasin Valley Authority - City Representative [File No. 180-6]**

That the following be reappointed to the Meewasin Valley Authority for 2016:

- Councillor C. Clark
- Councillor Z. Jeffries
- Councillor M. Loewen

**Meewasin Valley Authority Appeals Board [File No. CK 180-6]**

That Ms. Dianne Allen be reappointed to the Meewasin Valley Authority Appeals Board to the end of 2017.

**North Central Transportation Planning Committee [File No. CK 155-10]**

That Councillor E. Olauson be nominated for reappointment to the North Central Transportation Planning Committee for 2016.

**Partners for the Saskatchewan River Basin [File No. CK 225-64]**

That Councillor P. Lorje be nominated for appointment to the Partners for the Saskatchewan River Basin for 2016.

**Riversdale Business Improvement District [File No. CK 175-49]**

That Councillor P. Lorje be reappointed to the Riversdale Business Improvement District for 2016.

**Saskatchewan Assessment Management Agency: City Advisory Committee [File No. CK. 180]**

That the following be nominated for reappointment to the Saskatchewan Assessment Management Agency: City Advisory Committee for 2016:

- Councillor A. Iwanchuk
- Mr. Kerry Tarasoff, CFO/General Manager, Asset and Financial Management

Department

- City Assessor, Observer

**Saskatchewan Urban Municipalities Association Board of Directors [File No. CK. 155-3]**

That the following be nominated for reappointment to the Saskatchewan Urban Municipalities Association Board of Directors for 2016:

- Councillor D. Hill
- Councillor E. Olauson
- Councillor T. Paulsen (Alternate)

**Saskatoon Airport Authority [File No. CK 175-43]**

That Councillor R. Donauer be nominated for reappointed as a member of the Saskatoon Airport Authority Community Consultative Committee and Customer Service Working Group throughout a term expiring at the conclusion of the 2017 Public Annual Meeting of the Corporation.

**Saskatoon Housing Initiatives Partnership [File No. CK.155-1]**

That Councillor C. Clark be nominated for reappointment to the Saskatoon Housing Initiatives Partnership for 2016.

**Saskatoon Ideas Inc. Board of Directors [File No. CK 600-3]**

That Councillor P. Lorje be reappointed to the Saskatoon Ideas Inc. Board of Directors for 2016.

**Saskatoon Prairieland Exhibition Corporation [File No. CK 175-29]**

That Councillor E. Olauson be nominated for reappointment to the Saskatoon Prairieland Exhibition Corporation for 2016.

**Saskatoon Regional Economic Development Authority [File No. CK 175-37]**

That the following be nominated for appointment and reappointment to the Saskatoon Regional Economic Authority for 2016:

- Councillor R. Donauer
- Councillor T. Davies
- Councillor A. Iwanchuk (Alternate)

**Sutherland Business Improvement District Board of Management [File No. CK 175-50]**

That Councillor Z. Jeffries be appointed to the Sutherland Business Improvement District Board of Management for 2016.

**Tourism Saskatoon Board of Directors [File No. CK 175-30]**

That the following be nominated for reappointment to the Tourism Saskatoon Board of Directors for 2016:

- Councillor M. Loewen
- Councillor A. Iwanchuk

**Trans Canada Yellowhead Highway Association [File No. CK 155-5]**

That Councillor Z. Jeffries be nominated for reappointment to the Trans Canada Yellowhead Highway Association for 2016.

**Wanuskewin Heritage Park Board of Directors [File No. CK 175-33]**

That Councillor Z. Jeffries be reappointed to the Wanuskewin Heritage Park Board of Directors for 2016.

**Board of Trustees - Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees [File No. CK 175-40]**

That Councillor P. Lorje be appointed to the Board of Trustees - Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees.

- 9.11.4 Broadway Business Improvement District Board Membership Changes (Files CK. 175-47) 560 - 562**

**Recommendation**

That Mrs. Friesen and Mr. Babiy be appointed to the Broadway Business Improvement District Membership.

- 9.11.5 Membership – Board of Police Commissioners – Councillor C. Clark (May 25, 2015) (Files CK. 175-23) 563 - 570**

**Recommendation**

1. That the information be received; and
2. That discussions with the Board of Police Commissioners occur in January 2016 pertaining to board membership, governance, and accountability.

- 9.11.6 Municipal Governance Structure (Files CK. 175-23) 571 - 597**

**Recommendation**

1. That the following changes be implemented with respect to the City of Saskatoon's municipal governance structure:
  - a. Executive Committee be renamed the Governance and Priorities Committee and remain a Committee of all members of Council; the Governance and Priorities Committee's mandate includes: governance, strategic priorities, annual business plan and budget process, legal matters, human resource and collective bargaining issues and government relations; and, the Governance and Priorities Committee continues to meet on the third Monday of every month;
  - b. That City Council have the ability to extend a Regular Business Meeting past 5:00 p.m. to 11:00 p.m. upon a majority vote of the members present; and
  - c. That for Public Hearings, members be prohibited from voting when absent for an entire Hearing; members vote when they have missed part of a Hearing but have reviewed

a summary or a recording of what was missed; and, procedural provisions be included which aid in preventing members from missing small parts of Hearings.

2. That the City Solicitor be instructed to amend The Procedures and Committees Bylaw, 2014 (the "Bylaw") to implement the changes to the governance structure; and
3. That the calendar which contains the Governance and Priorities Committee (Option 2) be adopted for 2016.

**9.11.7 Appointments – Remai Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation Board of Trustees** 598

**Recommendation**

That the City's representative be instructed to vote the City's proxy at the next Special General Meeting of the Saskatoon Gallery and Conservatory Corporation Board of Trustees and the Remai Modern Art Gallery of Saskatchewan Board of Trustees for the appointment of Dr. Karen Chad to each, throughout a term expiring at the conclusion of the 2017 Annual General Meeting.

**9.11.8 Appointment – Marr Residence Management Board (Files CK. 225-52)** 599

**Recommendation**

That Mr. Michael Boyko be appointed as a public representative to the Marr Residence Management Board to the end of 2017.

**9.11.9 Saskatoon Firefighters' Pension Plan (New Plan) and Firefighters' Pension Fund Trustees (Old Plan) (Files CK. 175-61, x 175-17)** 600

**Recommendation**

Your Committee is recommending the following be appointed to the Firefighters' Plans:

**Old Plan – Effective Date – As Identified Below**

**Appointees:**

Mr. Daniel Tkatchuk

Mr. Clae Hack

Observers:

Ms. Kari Smith

Mr. Daryl Campbell

**New Plan – Effective January 1, 2016**

Appointees:

His Worship Mayor Atchison

Mr. Daniel Tkatchuk

Mr. Mike Gutek

Observers:

Ms. Kari Smith

Mr. Daryl Campbell

**9.12 Other Reports**

- 10. INQUIRIES**
- 11. MOTIONS (NOTICE PREVIOUSLY GIVEN)**
- 12. GIVING NOTICE**
- 13. URGENT BUSINESS**
- 14. IN CAMERA SESSION (OPTIONAL)**
- 15. ADJOURNMENT**

**BYLAW NO. 9334****The Smoking Control Amendment Bylaw, 2015 (No. 2)**

The Council of The City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Smoking Control Amendment Bylaw, 2015 (No. 2)*.

**Purpose**

2. The purpose of this Bylaw is to amend *The Smoking Control Bylaw, 2004* to prohibit the use of electronic cigarettes in all places where smoking is currently prohibited in the City, including those places where prohibition results from provincial legislation.

**Bylaw No. 8286 Amended**

3. *The Smoking Control Bylaw, 2004* is amended in the manner set forth in this Bylaw.

**Preamble Amended**

4. The Preamble is amended:

- (a) by adding the following after the last paragraph on page 1:

“And whereas electronic cigarettes have no legal age restrictions and therefore are more easily accessible to youth than traditional cigarettes or other tobacco products;

And whereas electronic cigarettes may be more appealing to youth as they are perceived as being less harmful than smoking;

And whereas electronic cigarettes are designed to mimic the motions and experience of smoking tobacco and may be viewed as a gateway to smoking in youth;

And whereas electronic cigarettes that do not contain nicotine and do not make a health claim can be imported, advertised or sold in Canada without restrictions;

And whereas electronic cigarettes are not subject to the packaging, labelling, advertising, promotion and sponsorship restrictions that apply to traditional cigarettes and other tobacco products;

And whereas electronic cigarette use may undermine or diminish tobacco cessation efforts.”

- (b) by adding the following after the last paragraph on page 2:

“And whereas The City of Saskatoon wishes to enact a bylaw to restrict the use of electronic cigarettes in the same manner as smoking is currently restricted under *The Tobacco Control Act* and existing bylaw provisions.”

## Section 2 Amended

5. Section 2 is amended:

- (a) by adding the following at the end of clause 2(d) after the word “invited”:

“and includes:

- (i) an outdoor bus shelter;
- (ii) a public building or facility, or any part of a public building or facility, that is rented out for private events;
- (iii) a vehicle that:
  - (A) is used or made available for public transit or as a commercial vehicle; and
  - (B) is used to transport members of the public;but only during any period that the vehicle is made available for hire, including any break period;
- (iv) a building, enclosed place or facility owned or leased by a private club that restricts admission to members and guests;

- (v) any prescribed building, place, facility or vehicle or class of prescribed buildings, places, facilities or vehicles;
- (vi) the common areas of a multi-unit residential building;”
- (b) by renumbering the existing clause 2(i.1) to 2(i.2), and by adding the following new clause as (i.1):
  - “(i.1) “school or independent school” means a school or an independent school as defined in *The Education Act, 1995*,”
- (c) by striking out “.” and substituting “;” at the end of clause 2(k);
- (d) by adding the following after clause 2(k):
  - “(l) “vape or vaping” means the utilization of an electronic cigarette or any other heated smoking equipment used to vaporize any tobacco or non-tobacco substance whether or not it contains nicotine.”.

#### **Section 4 Amended**

6. Section 4 is amended by adding the following after Subsection 4(2):

“(2.1) The provisions mentioned in Subsection (2) shall not apply to vaping.”

#### **New Section 5.1**

7. The following section is added after Section 5:

##### **“Vaping Prohibited**

- 5.1 (1) No person shall vape in any place or premises mentioned in Subsection 4(1).
- (2) No proprietor of a place or premises mentioned in Subsection 4(1) shall permit persons to vape within that place or premises.
- (3) In addition to those places or premises mentioned in Subsection 4(1), no person shall vape and no proprietor shall permit persons to vape in the following places or premises:
- (a) an enclosed public place that is a school or an independent school or on the grounds surrounding a school or an independent school;

- (b) in an enclosed public place other than a school or an independent school;
  - (c) within three metres from a doorway, window or air intake of an enclosed public place mentioned in clause (a); or
  - (d) any vehicle while another person who is under the age of 16 years is present in the vehicle.
- (4) Subsection (3) does not apply to:
- (a) a separate enclosed ventilated place that:
    - (i) is within:
      - (A) a facility designated as a special-care home pursuant to *The Regional Health Services Act*; or
      - (B) a personal care home as defined in *The Personal Care Homes Act* that offers care and accommodation to more than 10 persons; and
  - (b) a child care facility that is a group family child care home or a licensed family child care home during the times that no child care services are being provided in the facility.”

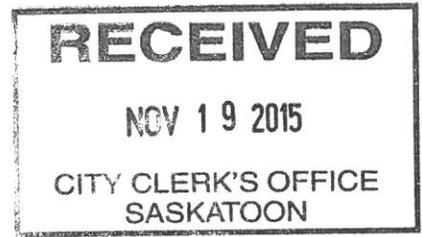
### Section 15 Amended

8. Section 15 is amended:

- (a) in Subsection 15(1) by adding “or 5.1(1)” after the words “Subsection 5(1)”;
- (b) in Subsection 15(2) by adding “or 5.1(2)” after the words “Subsection 5(2)”;
- (c) in Subsection 15(6) by adding “or 5.1(1)” after the words “Subsection 5(1)”;
- (d) in Subsection 15(7) by adding “or 5.1(2)” after the words “Subsection 5(2)”.



**From:** Mitchel Tarala <mitch@vaporjedi.com>  
**Sent:** November 18, 2015 5:44 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Wednesday, November 18, 2015 - 17:44  
Submitted by anonymous user: 206.163.252.13  
Submitted values are:

Date: Wednesday, November 18, 2015  
To: His Worship the Mayor and Members of City Council  
First Name: Mitchel  
Last Name: Tarala  
Address: 1514 Broadway Avenue  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7H 2A9  
Email: [mitch@vaporjedi.com](mailto:mitch@vaporjedi.com)

Comments:  
Hello I would like to request to speak to the City Council regarding Vape Shop exemptions from the indoor vaping bans at the Nov 23rd meeting.

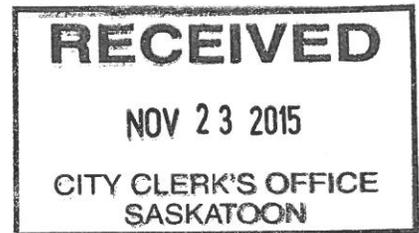
Thanks,

Mitch Tarala

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/51462>

185-3

**From:** Jennifer Miller <jennifer.miller@sk.lung.ca>  
**Sent:** November 23, 2015 8:31 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Monday, November 23, 2015 - 08:31  
Submitted by anonymous user: 207.195.86.246  
Submitted values are:

Date: Monday, November 23, 2015  
To: His Worship the Mayor and Members of City Council  
First Name: Jennifer  
Last Name: Miller  
Address: 303 Zimmer Terrace  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7W 0G7  
Email: [jennifer.miller@sk.lung.ca](mailto:jennifer.miller@sk.lung.ca)

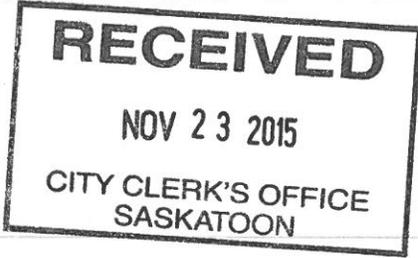
**Comments:**

I would like to speak to City Council today regarding Electronic Cigarettes. I will be speaking on behalf of The Lung association, the Cancer Society, the Heart and Stroke Foundation and the Saskatoon Health Region.

Thank you!

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/51985>

185-3



**From:** Medrano, Alda (Clerks)  
**Sent:** November 23, 2015 8:21 AM  
**To:** Web E-mail - City Clerks  
**Subject:** FW: City Council - November 23, 2015

**From:** Greg Hamacher [mailto:greggh2@sasktel.net]  
**Sent:** Sunday, November 22, 2015 12:10 PM  
**To:** Medrano, Alda (Clerks)  
**Subject:** Re: City Council - November 23, 2015

Here read this

<http://www.churnmag.com/news/experts-say-vaping-bans-ignore-science-and-pander-to-hypochondria/>

**From:** Medrano, Alda (Clerks)  
**Sent:** Friday, November 20, 2015 11:56 AM  
**To:** 'Greg Hamacher'  
**Cc:** Kanak, Diane (Clerks)  
**Subject:** City Council - November 23, 2015

Dear Mr. Hamacher:

Please find attached a letter regarding the report concerning Regulation of Electronic-Cigarettes/Vaping. This item (9.6.4) will be considered at City Council's meeting on November 23, 2015.

Sincerely,

**Alda Medrano | tel 306.975.3240 | fax 306.975.2784**  
City Clerk's Office  
City of Saskatoon | 222 3rd Avenue North | Saskatoon, SK S7K 0J5  
[alda.medrano@saskatoon.ca](mailto:alda.medrano@saskatoon.ca)  
[www.saskatoon.ca](http://www.saskatoon.ca)

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We've Got Vaping Covered



## Experts Say Vaping Bans Ignore Science and “Pander to Hypochondria”

Vapers in Maine are facing a flurry of new restrictions thanks to a law that equates vaping with smoking. Now vaping is prohibited in restaurants, bars, parks, and even on the public beaches. While lawmakers are celebrating the new vape restrictions, many health experts are condemning the law as counterproductive.

Christopher Snowdon serves as the director of lifestyle economics for the Institute of Economic Affairs. He recently **spoke out** about Maine's decision to ban vaping, calling it pointless. “No credible evidence has ever been produced to justify vaping bans on the grounds of health to bystanders,” he argued. “The vapor from e-cigarettes is indistinguishable from air, as far as health is concerned. Any authorities that ban vaping on grounds of secondhand vapor are pandering to hypochondria.”

Snowdon went on to explain that vaping is actually much safer than smoking, but lawmakers are ignoring this fact simply because they want to maximize tax revenue. “E-cigarettes and other safer nicotine products have the potential to virtually eradicate smoking within a generation. This would leave a serious hole in state budgets, so it would not be surprising if they start taxing e-cigarettes.”

As bans on public vaping continue to increase around the nation, Snowdon said our founding fathers would be ashamed. “It is madness of every level. It is contrary to science, health, and liberty,” he explained.

There are many others who agree with Snowdon's point of view. For instance, Nathan Strout, an associate for the Maine Heritage Policy Center, also believes the vaping ban is a bad idea. “While e-cigarettes and traditional cigarettes may seem similar to a casual observer, equating them ignores the vast differences between the two products,” Strout stated. “Anyone who claims e-cigarettes are just as bad for you as traditional cigarettes clearly has no understanding of how e-cigarettes work and the research that has been done on them.”

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Experts Say Vaping Bans Ignore Science and “Pander to Hypochondria”  
November 20th | by Jimmy Hafrey



13 Celebs That Love Vaping with Mods in 2015  
November 17th | by Jimmy Hafrey

Strout criticized Maine’s lawmakers for ignoring science and misleading the state’s vulnerable citizens. “Some state legislators never take time to do their research, instead choosing to take hyperbolic and misleading headlines at face value.”

As more advocates rise up to defend the vaping movement, will it make a difference? Do you think lawmakers will ever really consider the evidence that vaping is a better choice than smoking?

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About the Author



**Jimmy Hafrey** Jimmy, lover, blogger, vaper and ex-smoker. I've been blogging about and supporting e-cigarettes since 2009. They changed my life and I think history will show them as one of the most significant public health invention of the 21st century.

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Newsletter



To: Lorenz, Jodi (Clerks)  
Subject: RE: City Council November 23

From: Mitch Tarala [mailto:mitch@vaporjedi.com]  
Sent: Monday, November 23, 2015 9:44 AM  
To: Lorenz, Jodi (Clerks)  
Subject: Re: City Council November 23

Hi Jodi, I have sent a request to speak, and I am trying to attach a document to a letter I am writing to the councillors but cannot seem to attach it.

Would it be possible for you to forward this document (Vape Shop Air Quality Analysis) to the council for today's meeting?

I have also included an additional document (Summary Document Saskatchewan) which was prepared by the CVA (Canadian Vaping Association) for Saskatchewan legislators. It was intended for our meeting last month with the Sask Human Services Committee but I think the City Councillors may find it enlightening to read.

Thanks!

-----  
Mitch Tarala  
Owner & CEO - Vapor Jedi Industries Inc.  
[www.vaporjedi.com](http://www.vaporjedi.com)  
[mitch@vaporjedi.com](mailto:mitch@vaporjedi.com)  
skype: mitchtarala

On Nov 18, 2015, at 4:32 PM, Lorenz, Jodi (Clerks) <[Jodi.Lorenz@Saskatoon.ca](mailto:Jodi.Lorenz@Saskatoon.ca)> wrote:

Good Afternoon Mitchel,

I have been asked to inform you that the following item will be on the November 23<sup>rd</sup> Council Agenda: **Regulation of Electronic-Cigarettes/Vaping (Files CK. 185-3)**

The agenda can be found here: <https://www.saskatoon.ca/city-hall/city-council-boards-committees/council/minutes-and-agendas>

If you wish to request to speak, we ask that you submit your request online here: <https://www.saskatoon.ca/write-letter-councilcommittees>

Letters or requests to speak relating to matters that are already on the Council or Committee agenda must be received as follows:

- City Council: 10:00 a.m. on the day of the meeting
- You would have 5 minute limit to address Council

Thank you,

**Jodi Lorenz | tel 306.975.2783**

Council / Committee Assistant, City Clerk's Office

City of Saskatoon | 222 3rd Avenue North | Saskatoon, SK S7K 0J5

[jodi.lorenz@saskatoon.ca](mailto:jodi.lorenz@saskatoon.ca)

[www.saskatoon.ca](http://www.saskatoon.ca)

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185-3

**From:** Mitchel Tarala <mitch@vaporjedi.com>  
**Sent:** November 23, 2015 9:45 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Monday, November 23, 2015 - 09:45  
Submitted by anonymous user: 206.163.248.169  
Submitted values are:

Date: Monday, November 23, 2015  
To: His Worship the Mayor and Members of City Council  
First Name: Mitchel  
Last Name: Tarala  
Address: 1514 Broadway Avenue  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7H 2A9  
Email: [mitch@vaporjedi.com](mailto:mitch@vaporjedi.com)

Comments:  
Good morning, I am just confirming my request to speak to the council this afternoon at the meeting to request an exemption from indoor vaping bans for Vape Shops.

I have included below a Vape Shop Air Quality Analysis which was conducted by the Electronic Cigarettes Trade Association of Canada (ECTA) and the Canadian Vaping Association (CVA). The study showed that even in the worst case scenario, all of the vape shops tested for air quality were shown to be well below any cause for health concerns to those in the shop or the employees who spend entire work days in the shops.

I tried to attach the document to this letter but am unable to do it via the website, so I emailed the clerk Jodi Lorenz the documents hoping that she may be able to get them to you in time for today's meeting. I will bring paper copies with me to the meeting as well just in case.

Thank you very much.

Mitch

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/51999>

## Vape Shop Air Quality Analysis

### Discussion points on AQ study

Purpose: To evaluate key compounds of potential concern in operational Vape shop setting. Numerous studies have evaluated air quality and vapour emissions. This was the first study to target Diketones.

#### Questions we set out to answer

1. Diketones are known to be present in some e-liquid, do they represent an exposure risk to employees, and/or non vapers?
2. Nicotine is present in many e-liquids, and at sufficient levels could possibly effect fetal development in pregnant women. Are the levels found in Vape Shops a potential exposure concern for pregnant women?
3. Do any compounds detected exceed occupational exposure limits?

#### Choice of Lab

Multiple labs were considered. The decision to use Cassen was based on 3 factors:

1. Geographic location allowed for laboratory staff to travel to each location and collect samples. This ensured the lab had complete control collection and of chain of custody.
2. Cassen has been used by many governments including Health Canada and has the experience, equipment, expertise, and compound detection to meet our needs.
3. Cassen was capable of completing sample collection and analysis in time to include the results in the CVA submission.

#### Selection of Analytes

1. Five Compounds were selected representing the known emissions and emissions of potential concern in vape shop setting.
2. Additional VOC's were not included due to numerous studies available which conclude levels are below 1% of TLV. Analysis of these VOC's would also require additional time to determine background levels which are significantly elevated in urban area air quality.

#### Selection of Site for testing

1. Each site was required to be a CVA member in good standing and located in the GTA.
2. Each company was required to have been established for at least 1 year with a significant client base.
3. Each site had flavour testing stations with above average indoor vaping to represent a "worst case" scenario.
4. Sites agreed not to request customers modify or reduce vaping behavior during sample collection.

#### Sample collection

The vast majority of vaping in shops occurs on the retail floor, which was the preferred location to collect samples. In one case, sample collection was done in a "production" area, where staff created

more vapour due to product testing. Duration of sample collection lasted 3 hours and was conducted during business hours.

**Exposure limit comparison**

Exposure limits for Propylene Glycol, Glycerin, and Nicotine were available from Ontario's OEL chart. While Ontario has no defined limits for Diketones, CVA was advised by Cassen that the province would refer to ACHIG(American Conference of Governmental Industrial Hygienists) & NIOSH. The limits recommended for Diketones were sourced from them.

**Summary of results**

Three established Vape Shops were selected for air quality analysis in the GTA. Cassen Testing Laboratories located in Toronto carried out sample collection, analysis, and produced the full report. Sample collection was completed on August 10<sup>th</sup> 2015. The final report was completed on August 24<sup>th</sup>. Samples were collected over a 3 hour period during business hours.

Compounds tested:

1. 2,3 Pentanedione (Acetyl Propionyl)
2. 2,3-Butanedione (Diacetyl)
3. Nicotine
4. Propylene Glycol
5. Glycerin

**Results**

Vape shop #1 \*up to 9 people vaping during sample collection\*

Analyte	Concentration		TWA Exposure Limits	Percentage Below
	mg/m3	PPM	mg/m3 & PPM	Exposure Limit
2,3-Butanedione (Diacetyl)	0.008	0.002	0.01 PPM	80%
2,3-Pentanedione (Acetyl Propionyl)	0.003	0.0008	0.009 PPM	91.1%
Propylene Glycol	5	1.6	10mg/m3	50%
Glycerin	3.7	1	5mg/m3	26%
Nicotine	0.07	0.01	0.5mg/m3	86%

Vape Shop #2 \*up to 7 people vaping during sample collection\*

Analyte	Concentration		TWA Exposure Limits	Percentage Below
	mg/m3	PPM	mg/m3 & PPM	Exposure Limit
2,3-Butanedione (Diacetyl)	0.002	0.0006	0.01 PPM	94%
2,3-Pentanedione (Acetyl Propionyl)	0.0006	0.0002	0.009 PPM	97.7%
Propylene Glycol	0.1	0.04	10mg/m3	99%
Glycerin	1.3	0.3	5mg/m3	74%
Nicotine	<0.0005	<0.00008	0.5mg/m3	99.9%

Vape Shop #3 \*up to 7 people vaping during sample collection\*

Analyte	Concentration		TWA Exposure Limits	Percentage Below
	mg/m3	PPM	mg/m3 & PPM	Exposure Limit
2,3-Butanedione (Diacetyl)	0.009	0.002	0.01 PPM	80%
2,3-Pentanedione (Acetyl Propionyl)	0.002	0.0005	0.009 PPM	94.4%
Propylene Glycol	0.2	0.07	10mg/m3	98%
Glycerin	0.7	0.2	5mg/m3	86%
Nicotine	0.0008	0.0001	0.5mg/m3	99.8%

**Challenges and concerns**

1. While every attempt was made to select the busiest locations, foot traffic can be inconsistent and a lack of customers at one site during the test period resulted in the need to retest on another date. The follow up collection date found more typical traffic and therefore those results are tabulated herein.
2. While results from one location remained well below exposure limits, there was a significant difference compared to the other two. Due to this unexpected anomaly we have been advised to retest this location.

**Conclusion**

In a real world Vape Shop setting, emissions produced from indoor “vaping” were far below established occupational exposure limits. Results from this air quality report confirm findings from published peer reviewed studies.

Note: All data presented in this summary was sourced directly from the official Cassen test report. The original lab report is available upon request and approval by the CVA Board of Directors.

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Summary Document  
For Saskatchewan

**Canadian Vaping Association**

October 2015

The Canadian Vaping Association is a national non-profit organization that was formed this year to represent the vaping industry in Canada. Since 2010 the industry has grown exponentially with a current estimate of over 500 vape shops across Canada – representing well over 3,000 employees, several hundreds of thousands of customers and generating over \$170 million dollars in taxable revenue.

The vast majority of store owners are former smokers who have switched from smoking to vaping and who have realized the potential of this technology and the real benefits that vaping provides as a safer alternative to smoking. The Canadian Vaping Association believes its Mission is aligned with that of the government – to provide healthier choices for smokers as we all move forward towards a smoke free Saskatchewan.

In addition, the CVA's mandate includes the development and implementation of GMP standard(s) for all manufacturers, which encompasses production, labeling and packaging. In the absence of national regulation of and for the growing industry, the CVA has undertaken the initiative of self-regulation to ensure quality of products and services and the protection of consumers and the general public

#### Our Position

The growth of the industry in Canada has not been the result of expensive marketing and media campaigns led by tobacco companies – it is, in fact, the direct result of the substantial demand for these products by smokers.

Saskatchewan leads the provinces in per-capita smokers. According to a 2013 Statistics Canada's Community Health Survey , 22.8 per cent of people age 12 and over in Saskatchewan smoke tobacco.

That represents about 195,779 people — equivalent to a Regina-sized city.

That rate is higher than the other nine provinces as Canada-wide only 19.3 per cent of 12-and-overs smoke.

We in this industry believe vaping to be potentially beneficial to public health, and we've been dismayed to see that vaping as a safer alternative to smoking is cast in a similar light in the public arena as smoking. We believe that unless people go out of their way to be informed, chances are they have been exposed to more misinformation than truth about what the media calls "e-cigs" and what most others call "vaping."

## Background

The media represent these two completely different products as "E-Cigarettes" (Electronic Cigarettes). The genius of the word comes as a result that an optimal replacement for tobacco smoking – cigarettes- is a device whose alignment to what was being replaced would be understood by smokers.



*Photo credit: World News Network*

When most people think of an electronic cigarette, they think of the product pictured above on the far left. They look like regular ("analog") cigarettes, and can be purchased at venues where cigarettes are sold. The cartridges in these come pre-filled, and must be replaced with new cartridges. They have very limited flavour selections, and are ostensibly a simple— healthier—replacement for cigarettes.

Yet despite their impressive sales numbers, the vast majority of those who permanently quit smoking in favour of vaping do not use them. Most stores owned by Canadian Vaping Association members don't even carry them.

In an actual vape shop, products like those in the middle (commonly referred to as APVs—Advanced Personal Vaporizers—or "Vape Pens") and on the right ("Vape Mods"). APVs contain electronics allowing the user to regulate the power level, produce a moderate amount of vapour, and are generally priced under \$100.

Users are typically introduced to vaping with the mass-market products on the left, move to the middle for a more satisfying vape (as the analog imitators are very high nicotine and low vapour), and end up on the right when they really start wanting more flavour and less nicotine. This is likely why, as sales of mods or "open system" devices have increased, sales of disposables have plummeted

(and why tobacco companies that make disposables would rather mods just go away).

This is important because lawmakers and the media absolutely do not differentiate between the two products, yet there is a world of difference. Claims are made that "nobody knows what's in these things".

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### **E-Liquid Ingredients Are Not A Mystery**



*Photo credit: [Russell Mills](#)*

E-liquid begins with the main base, vegetable glycerine. The glycerine doesn't carry flavour very well, but does produce a lot of vapour.

Propylene glycol—or PG—is a main ingredient in albuterol, or asthma inhalers, and is perfectly safe to inhale and exhale when vaporized. PG is thinner than VG, and carries flavour very well—the next ingredient, flavourings, is usually suspended in PG. Flavourings is food-grade, can be natural or artificial. A note about these ingredients—the "we don't know what's in these things" arguments dissolve in the face of numerous studies (herein identified) showing that not only do we understand completely what's in these things, we also have a solid understanding of their negligible impact on public health when vaporized.

The final ingredient is pharmaceutical-grade nicotine, and all manufacturers make their product available in varying nicotine strengths. They range from up to 36 milligrams per ml (basically a cigarette with the filter ripped off) all the way

down to nothing at all. So what's the point of selling a "tobacco product" with no nicotine?

---

### **The Vapour Is Far Less Harmful Than Cigarette Smoke**

From research the Canadian Vaping Association has either conducted or reviewed, the average person has probably heard two things about the vapour produced by electronic cigarettes: either "it's perfectly harmless", or "it's worse than cigarettes".

Another issue raised often is that there is/are "not enough studies have been done."

In this document we have included a bibliography to help the reader link to studies in their entirety.

However in brief, a Greek Study entitled *Acute effects of using an electronic nicotine-delivery device on myocardial function: comparison with regular cigarettes*:<sup>1</sup> "Absence of combustion and different chemical composition, leading to less toxic chemicals created and absorbed . . . electronic cigarettes may be a safer alternative to tobacco cigarettes."

A 2012 study titled *Comparison of the effects of e-cigarette vapour and cigarette smoke on indoor air quality* noted, "For all by-products measured, electronic cigarettes produce very small exposures relative to tobacco cigarettes. The study indicates no apparent risk to human health from e-cigarette emissions based on the compounds analyzed."

With a focus specifically on "second-hand" vapour. The first inroads being made into legislating our industry are arguing that vaping should be restricted to the same areas as smoking as the vapour isn't safe. Across the board in our industry, though, the feeling is that "Vaping" does help smokers quit smoking.

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<sup>1</sup> Konstantinos Farsalinos, MD, Dimitris Tsiapras, MD, Stamatis Kyrzopoulos, MD, and Vassilis Voudris, MD . 1 Onassis Cardiac Surgery Center, Athens, Greece

## Vaping Does Help Smokers Quit



As our industry continues to grow, even mainstream publications concede that evidence exists that electronic cigarettes might be effective in helping smokers quit.

"In a large, international survey<sup>2</sup> of current, former, or never users of e-cigarettes, 72 percent of users reported that e-cigarettes to deal with cravings and withdrawal symptoms, 92 percent reported reductions in their smoking when using e-cigarettes, and only 10 percent reported that they experienced the urge to smoke tobacco cigarettes when using the e-cigarette. Moreover, of more than 2000 former smokers in this survey, 96 percent reported that the e-cigarette helped them to stop smoking."

"In smokers not intending to quit, the use of e-cigarettes, with or without nicotine, decreased cigarette consumption and elicited enduring tobacco abstinence without causing significant side effects."

Compare this to a truly negligible success rate for nicotine replacement therapy like the "patch" and gum, we believe that it's easy to see where the opposition comes from.

Meanwhile, some of the *actual* guardians of public health are already coming around on the issue. Many of the links we have compiled and referenced are on

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<sup>2</sup> [www.legaliser.nu](http://www.legaliser.nu) (Theodore L. Wagener et al – University of Oklahoma Health Sciences Centre, Oklahoma Tobacco Research Centre. January 2012)

a database that we add to regularly—the ever-growing pile of evidence that the media is only giving you one side of the story.

## **Regulation**

The Canadian Vaping Association has an anti-smoking bias.

The CVA agrees that regulation is needed and we aspire to work with the government help develop these regulations. That noted, we believe that the goal of any legislation should be to ensure the maximum benefits are realized while minimizing potential harms.

We are concerned that some provinces have established legislation that will have substantial negative impacts on the industry and consequently the constituents seeking to make a healthier choice.

The CVA:

- Agrees that sales should and must be restricted to minors
- Concedes that restricting the use of this alternative to smoking indoors is inevitable.

Furthermore, the CVA wholeheartedly agrees that certain “lifestyle” promotion or advertisement is not appropriate.

We also put forward the following suggestions for consideration:

- Permit vaping indoors in places that ban entry to minors,
- Permit dedicated, ADULT only vape shops to openly display their products,
- Permit dedicated, ADULT only vape shops to promote their products in-store
- A mandatory review of whatever legislation is passed on a prescribed basis – given that the science and studies around vaping are maturing every day, perhaps consideration for a prescribed period could be/should be every two years.

## APPENDUM

### Research and Studies on Electronic Cigarettes

#### Papers summarizing the wealth of peer reviewed, published studies currently available on the topic of Electronic Cigarettes.

1. Safety evaluation and risk assessment of electronic cigarettes as tobacco cigarette substitutes: a systematic review
  - Published in Therapeutic Advances in Drug Safety 2014
  - Authors: Konstantinos E. Farsalinos and Riccardo Polosa
  - Review of 41 studies judged relevant to research on EC safety/risk profile (114 studies cited)
  - ECs are a revolutionary product in tobacco harm reduction. Although they emit vapor, which resembles smoke, there is literally no fire (combustion) and no 'fire' (suspicion or evidence that they may be the cause for disease in a similar way to tobacco cigarettes). Due to their unique characteristics, ECs represent a historical opportunity to save millions of lives and significantly reduce the burden of smoking-related diseases worldwide.
  - Link: <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4110871/>
2. Common arguments criticizing electronic cigarettes in terms of use and safety, and science-based response (2014)
  - 27 Studies cited on 5 key topics surrounding the Electronic Cigarette debate
  - Authors: Konstantinos Farsalinos M.D., Giorgio Romagna M.D., Anastasia Moysidou R.N., M.P.H.
  - Key topics: Passive exposure to electronic cigarettes, Electronic cigarette liquid flavours, the gateway-to-smoking theory, Classification as medications, Classification as Tobacco.
  - Link: [http://ectaofcanada.com/pubs/Response to e-cigarette issues-arguments.pdf](http://ectaofcanada.com/pubs/Response%20to%20e-cigarette%20issues-arguments.pdf)
3. Vaping (Electronic Cigarette Use) The Truth (2015)
  - 14 key topics, 52 References
  - Author: Kellie Forbes, BScN, RN
  - Key topics include: Vaping: What the Science Tells Us, The Science on Vaping, The Problem with Public Bans on Vaping, Does Vaping help to reduce Smoking, Who are using E-Cigarettes and Why, Normalizing smoking, Youth and Vaping, The Gateway Theory.
  - Link: <http://online.pubhtml5.com/iqrs/ofon/>

## Research on direct use and second hand exposure to Electronic Cigarette Vapour

1. Peering Through the Mist: Systematic Review of what the Chemistry of Contaminants in Electronic Cigarettes tells us About Health Risks.
  - Published in BMC Public Health January 2014
  - Author: Igor Burstyn PHD
  - By reviewing over 9,000 observations about the chemistry of the vapor and the liquid in e-cigarettes, Dr. Burstyn was able to determine that the levels of contaminants e-cigarette users are exposed to be insignificant, far below levels that would pose any health risk. Additionally, there is no health risk to bystanders.
  - Link: <http://www.biomedcentral.com/1471-2458/14/18/abstract>
2. Comparison of select analytes in aerosol from e-cigarettes with smoke from conventional cigarettes and with ambient air.
  - Published in Regulatory Toxicology and Pharmacology Oct 2014
  - Authors: Rana Tayyarah, Gerald A. Long
  - This study examined harmful and potentially harmful constituents (HPHCs) in e-cigarette and tobacco cigarette aerosols. Mainstream cigarette smoke HPHCs were 1500 times higher than e-cigarette HPHCs.
  - Link: <http://www.sciencedirect.com/science/article/pii/S0273230014002505>
3. Characterization of chemicals released to the environment by electronic cigarettes use (ClearStream-AIR project): is passive vaping a reality?
  - Published in Inhalation Toxicology May 2013
  - Authors: Giorgio Romagna, Elena Alliffranchini, Elena Bocchietto, Stefano Todeschi, Mara Esposito, and Konstantinos E. Farsalinos
  - This is the first study that has ever evaluated the toxicity of electronic cigarette vapor. After 24 hours exposure to tobacco smoke from one cigarette, only 5.7% of the cells survived. In comparison, 20 of the electronic cigarette samples were virtually non-toxic (more than 70% survival) and only one sample showed mild cytotoxicity (51% survival). According to the study results, the worst-performing liquid had 795% higher cell survival relative to tobacco smoke.
  - Link: <http://informahealthcare.com/doi/abs/10.3109/08958378.2013.793439>

### **Efficacy of E-cigarettes as a Less Harmful Smoking Substitute**

1. Evaluating nicotine Levels selection and patterns of electronic cigarette Use in a Group of "Vapers" Who Had Achieved complete substitution of smoking
  - Published in Substance Abuse: Research and Treatment 2013
  - Authors: Konstantinos e. Farsalinos, Giorgio Romagna, Dimitris Tsiapras, Stamatis Kyrzopoulos, and Vassilis Voudris
  - Study included 111 participants, Forty-eight of them (42%) quit smoking during the first month of using ECs; 22 (19.8% of the whole group) quit on the first day. All participants achieved smoking abstinence by using second-generation (eGo-

type batteries, 90.9%) or third-generation (variable voltage, often called “Mod”) devices (9.1%).

- Link: <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3772898/>
2. Success rates with nicotine personal vaporizers: a prospective 6-month pilot study of smokers not intending to quit
    - Published in BMC Public Health 2014
    - Authors: Riccardo Polosa, Pasquale Caponnetto, Marilena Maglia, Jaymin B Morjaria, Cristina Russo
    - Smoking abstinence at week-24 was observed in 18/50 (36%) participants, with 15/18 (83.3%) still using their PVs at the end of the study. Combined 50% reduction and smoking abstinence was shown in 33/50 (66%) participants
    - Link: <http://www.biomedcentral.com/1471-2458/14/1159>
  3. Characteristics, Perceived Side Effects and Benefits of Electronic Cigarette Use: A Worldwide Survey of More than 19,000 Consumers
    - Published in International Journal of Environmental Research and Public Health April 2014
    - Authors: Konstantinos E. Farsalinos, Giorgio Romagna, Dimitris Tsiapas, Stamatis Kyrzopoulos, and Vassilis Voudris
    - In total, 19,414 participants were included in the analysis, with 88 of them (0.5%) reported not being smokers at the time of EC use initiation. Complete substitution of smoking was reported by 81.0% of participants (former smokers) while current smokers had reduced smoking consumption from 20 to 4 cigarettes per day. They were using ECs for a median of 10 months.
    - Link: <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4025024/>

### **Reports on E-Cigarette use and the Gateway to Smoking Theory**

1. Forum Research – Electronic Cigarette use in Canada
  - Released by Forum Research Dec 2014
  - Author: Lorne Bozinoff, Ph.D.
  - Sample size of 2154 Canadians aged 18 and over
  - “It appears, contrary to authorities’ fears, that vaping is not a gateway to tobacco smoking”, “many vapers are trying to quit smoking tobacco, and between a quarter and a third are successful at this.” - Lorne Bozinoff
  - Link: [www.forumresearch.com](http://www.forumresearch.com)
2. Use of electronic cigarettes in Great Britain
  - Released by Action on Smoking and Health UK, Oct 2014
  - ASH estimates that there are currently 2.1 million adults in Great Britain using electronic cigarettes, Of these, approximately 700,000 are ex-smokers while 1.3 million continue to use tobacco alongside their electronic cigarette use. Electronic cigarette use amongst never smokers remains negligible.
  - Link: [http://www.ash.org.uk/files/documents/ASH\\_891.pdf](http://www.ash.org.uk/files/documents/ASH_891.pdf)

3. ASH Wales, Young people and the use of e-cigarettes in Wales
  - Released by Action on Smoking and Health Wales 2015
  - Authors: Sarah Fuller, Dr Steven Macey, Elen de Lacy
  - A survey carried out by Action On Smoking And Health (ASH) Wales; found of 952 young people aged 13-18 living in Wales, just 9.4% of non-smokers had tried an ecigarette and only 0.16% percent (n=1) were using them regularly. Of those who reported using both ecigarettes and tobacco cigarettes at some point, 98% had first used tobacco, suggesting the absence of any gateway theory.
  - Link: [http://www.ashwales.org.uk/creo\\_files/upload/downloads/ecigyoungeoplereport\\_2015.pdf](http://www.ashwales.org.uk/creo_files/upload/downloads/ecigyoungeoplereport_2015.pdf)

### **Letters and papers by subject matter experts**

1. Statement from specialists in nicotine science and public health policy – Reducing the Toll of Death and Disease from Tobacco, Tobacco Harm Reduction and The Framework Convention on Tobacco Control.
  - 53 Scientists, Doctors, and subject matter experts publish a letter addressed to Margaret Chan, Director General of the World Health Organization.
  - Key Quotes: “If regulators treat low-risk nicotine products as traditional tobacco products and seek to reduce their use without recognising their potential as low-risk alternatives to smoking, they are improperly defining them as part of the problem.”
  - “Policies that are excessively restrictive or burdensome on lower risk products can have the unintended consequence of protecting cigarettes from competition from less hazardous alternatives, and cause harm as a result.”
  - “It is inappropriate to apply legislation designed to protect bystanders or workers from tobacco smoke to vapour products. There is no evidence at present of material risk to health from vapour emitted from e-cigarettes. Decisions on whether it is permitted or banned in a particular space should rest with the owners or operators of public spaces, who can take a wide range of factors into account.”
  - “The potential for tobacco harm reduction products to reduce the burden of smoking related disease is very large, and these products could be among the most significant health innovations of the 21st Century”
  - Link: <http://nicotinepolicy.net/documents/letters/MargaretChan.pdf>
  
2. E-cigarettes, vaping and public health – a summary for policy makers
  - Paper released Feb 2015
  - Author: Clive Bates
  - Content includes: Background on E-Cigarettes, The Public Health Case – Tobacco Harm Reduction, Issues Critics are Concerned About, Regulatory Issues.
  - Quote “Most tobacco regulation is designed to prevent, suppress and control tobacco use. With ecigarettes the public health imperative is best served by

these products growing and innovating to capture market share from cigarettes – many of the tools of tobacco control applied to ecigarettes are therefore harm-inducing and protective of cigarette sales.”

- Link: <http://www.clivebates.com/documents/vapebriefing.pdf>

### **The importance of flavours for the efficacy of smoking alternatives**

1. Impact of Flavour Variability on Electronic Cigarette Use Experience: An Internet Survey
  - Published in International Journal of Environmental Research and Public Health 2013
  - Authors: Konstantinos E. Farsalinos, Giorgio Romagna, Dimitris Tsiapras, Stamatis Kyrzopoulos, Alketa Spyrou, and Vassilis Voudris
  - The results of this survey indicate that EC liquid flavourings play a major role in the overall experience of dedicated users and support the hypothesis that they are important contributors in reducing or eliminating smoking consumption.
  - Link: <http://www.mdpi.com/1660-4601/10/12/7272>
2. Big Survey 2014 – Initial Findings Eliquid
  - E-cigarette Forum survey conducted by Neil McLaren 2014
  - Over 10,000 users responding to 75 survey questions
  - Response results show 22.3% of regular e-cigarette users prefer tobacco flavours, while 77.7% prefer sweet, fruity, and other flavours.
  - Link: <http://vaping.com/data/big-survey-2014-initial-findings-liquid>

### **Additional Research Links**

<http://www.ecigalternative.com/ecigarette-studies-research.htm>

<http://onvaping.com/the-ultimate-list-of-studies-on-e-cigarettes-and-their-safety/>

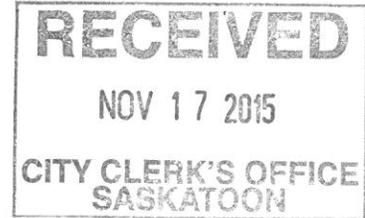
<http://www.ecigarette-research.org/>

[http://www.ectaofcanada.com/info\\_results.php?cat=Studies](http://www.ectaofcanada.com/info_results.php?cat=Studies)

[http://casaa.org/Electronic Cigarettes.html](http://casaa.org/Electronic_Cigarettes.html)

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x 255-5-1

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November 16, 2015

Mayor and Councillors,

**Saskatoon Municipal Review**

As Chair of the Saskatoon Municipal Review Commission (SMRC) I am attaching the report from the Municipal Elections Committee of SMRC and would appreciate the opportunity to provide an overview of the report to Council.

As I will be out of the country attending a conference on Monday, November 23, 2015 the information will be presented by Vice-Chair Linda Moulin, who will be pleased to answer questions Council may have regarding the report.

Over the next few months SMRC will be presenting reports from the Code of Conduct Committee and the Remuneration Committee.

Yours truly,

A handwritten signature in cursive script that reads "Paul S. Jaspar FCPA, FCA".

Paul S. Jaspar, FCPA, FCA  
Chair, Saskatoon Municipal Review Commission

Saskatoon Municipal Review Commission:

Municipal Elections Committee

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# Saskatoon

## MUNICIPAL REVIEW COMMISSION



ACCOUNTABILITY · TRANSPARENCY · FAIRNESS · PREDICTABILITY

Saskatoon, Saskatchewan  
November 19, 2015

**Municipal Review Commission Membership**

Mr. Paul Jaspar

Ms. Jennifer Lester

Ms. Linda Moulin

Mr. Charles Smith, PhD.

Ms. Joan White

Hon. Merri-Ellen Wright

**Researcher**

David Artemiw

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*Saskatoon Municipal Review Commission: Election Committee Report*

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**Executive Summary**

In 2015, Saskatoon City Council (the City) created the Saskatoon Municipal Review Commission (SMRC) to examine public policy issues relating to the administration of city elections, councillor ethical conduct and councillor remuneration. In this report, the SMRC examines the rules surrounding electoral finance. In order to fulfill its mandate, the SMRC examined three broad policy areas: 1) the role of money and finance in municipal elections; 2) the rules surrounding the election period; 3) the administration of elections. For ease of access, we have included a summary of our recommendations below.

1. The SMRC recommends that Bylaw No. 8491 be amended to require the disclosure of the names of campaign contributors whose cumulative donations exceed \$100 and that the statements of election expenses and contributions should include an itemized list of all campaign expenses, a full accounting of contributions and expenses related to fundraising events, details relating to donations-in-kind, and details relating to loans received for the purposes of election campaigns.
2. The SMRC recommends that council amend Bylaw No. 8491 to tie the campaign expense limits for mayoral candidates to the Consumer Price Index for Saskatoon using 2015 as the base year.
3. The SMRC recommends that Bylaw No. 8491 be amended to lay out the specific records to be kept by candidates to bring them in line with those of other jurisdictions, including the requirements for the opening and exclusive use of campaign bank accounts, the issuance of receipts for contributions, and the requirement of receipts for expenses. The city clerk (or other official appointed by council) would then have the authority to audit these records at any time.
4. The SMRC recommends that Bylaw No. 8491 be amended to require candidates for the office of mayor be required to appoint an official agent who will be responsible for the financial records relating to the campaign. A candidate may serve as his or her own official agent.
5. The SMRC also recommends that costs associated with these recommendations that may be incurred by candidates (save for any remuneration provided to the official agent) be reported on the statement of election expenses and contributions but not be subject to the expense limits established by council.
6. The SMRC recommends that Bylaw 8491 be amended to provide for the reimbursement of the costs of audits for mayoral campaigns where the expenses are \$5,000 or more at the rate currently established by the bylaw for expenses that exceed \$5,000.

*Saskatoon Municipal Review Commission: Election Committee Report*

7. The SMRC recommends that the City continues the practice that city councillors do not require audited campaign revenues and campaign expenses.
8. The SMRC recommends that Bylaw 8491 be amended to require candidates to retain their records for the duration of the term of office for which they sought election.
9. The SMRC recommends that the rules for fund-raising events be maintained but that Bylaw 8491 be amended to make explicit that all costs associated with fundraising events and all contributions received at fund-raising events be included as part of the Statement of Contributions and Expenses. For the sake of clarity, the SMRC recommendation relates only to the reporting of all costs associated with fundraising. The SMRC is not recommending that the costs of fund-raising events be included under the spending cap in place for candidates.
10. The SMRC recommends that Bylaw 8491 be amended to require surplus campaign funds be remitted to the municipality to be held in trust for the candidate in the event that the candidate registers to run in the next municipal election or prior held by-election.
11. The SMRC recommends that Bylaw 8491 be amended to stipulate that if the candidate fails to register to run in the next municipal election the surplus funds held in trust be paid to a charity of the candidate's choice and, failing that, the surplus funds shall become the property of the municipality. The SMRC further recommends that no tax receipt be issued to candidates for charitable contributions made under this new rule.
12. The SMRC recommends that Bylaw 8491 be amended to stipulate that campaign expenses may only be incurred during the campaign period.
13. The SMRC recommends that no amendments be made to Bylaw 8491 with respect to the publication of the Statements of Expenses and Contributions.
14. The SMRC recommends that Bylaw 8491 be amended to include a specific prohibition on the carrying forward of campaign expenses.
15. The SMRC recommends that Bylaw 8491 be amended so that candidates cannot raise money, nor spend money until they have been officially nominated as a candidate. To achieve this, the SMRC recommends that the campaign contribution period, expense period, and nomination period be brought in line with one another so that they all begin on the same day. The contribution and expense periods should end on the same day. The nomination period should end as prescribed by *The Local Government Act*.

*Saskatoon Municipal Review Commission: Election Committee Report*

16. The SMRC recommends that candidates should be prohibited from accepting contributions or incurring expenses until they have officially filed their nomination papers.
17. The SMRC recommends that candidates should be required to open a campaign bank account prior to filing their nomination papers and this information be provided as part of officially filling their nomination papers with the city.
18. The SMRC recommends that Council inquire with the Province whether or not the City has the power to appoint an individual other than the city clerk to act as returning officer for municipal elections. If it does the SMRC recommends that the city separate the roles of city clerk and returning officer by appointing a second individual to the latter role. If the City does not have this power, the SMRC recommends that the City request this power from the province.
19. The SMRC believes the costs associated with a quadrennial enumeration would be high and administratively burdensome. It is thus recommended that Council explore the possibility of obtaining voter information from the Chief Electoral Officers of Canada and Saskatchewan for the purposes of establishing a permanent Saskatoon voters' list. This list should be open to revision for a period leading up to the close of voting on the day of the election. In the absence of this information from the Chief Electoral Officers of Canada and Saskatchewan, the SMRC recommends that the current process for establishing the voters' list be followed for the 2016 election. Following that election it is recommended that that list be preserved and used as the basis for a permanent voters list for subsequent elections.<sup>1</sup> The SMRC recommends that that list be open to revision for a period of time leading up to the close of voting on the day of the election.
20. The SMRC recommends that Council request that the Province amend *The Cities Act* to apply the penalties for breaches of Bylaw 8491 to defeated candidates as well as elected candidates. The SMRC also recommends that upon the passage of this amendment by the Province, Bylaw 8491 be amended to incorporate this language as well.
21. The SMRC recommends that City Council request that the Province amend *The Local Government Act* to empower Council to adopt a bylaw to establish limits on contributions to candidates for municipal office.
22. The SMRC recommends that upon the adoption of this amendment amend Bylaw 8491 to:
  - a. Place a limit on the total amount that individuals may contribute to candidates for municipal office;

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<sup>1</sup> The current practice is to seal and destroy the voters' list after each election.

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- b.** Prevent donations to candidates for municipal office from corporations and trade unions;
- c.** Restrict donations to municipal candidates to those that come only from individuals normally resident in Saskatchewan.

**Overview**

In 2015, Saskatoon City Council (the City) created the Saskatoon Municipal Review Commission (SMRC) to examine public policy issues relating to the administration of city elections, councillor ethical conduct and councillor remuneration.<sup>2</sup> At the centre of this report is the City's request to investigate "the conducts of all matters relating to municipal elections including the disclosure requirements respecting campaign contributions and expenses and campaign spending limits for municipal elections."<sup>3</sup>

In fulfilling this mandate, the SMRC spent the spring and summer of 2015 studying the City's current rules governing campaign disclosure and spending limits while also comparing the City's procedures with other municipal bylaws throughout the country. The SMRC also engaged in public consultations in the spring of 2015 to examine the effectiveness of the City's current rules and to hear recommendations (if any) for change. This report is the result of that work.

At the outset, it is worth noting the internal axioms that have guided the SMRC in its work. As a body independent of City Council, the SMRC determined that it would be guided by the principles of accountability, transparency, fairness and predictability. Members of the SMRC feel that these philosophies reflect the broad mandate given to it by the City, but also represent the spirit of any proposed reforms to the municipality's democratic institutions. In our view, any recommendations to alter the rules governing municipal elections must reflect the public's desire for heightened transparency and accountability in how local elections are administered. We also feel that any proposals for reorganization must promote fairness for both citizens and candidates alike, creating to all degrees possible equal opportunities for the citizenry to engage in the democratic process.

As elections are one of the centrepieces of local democracy, the SMRC felt obligated to examine how representatives of City Council are elected and to determine what, if any, structural advantages incumbents possess by way of their institutional position. The issue of structural advantage in municipal elections is worthy of a brief reflection. In contrast to other levels of government, political parties have not dominated local elections in Canada.<sup>4</sup> In most Western liberal democracies, political parties play an important role in the democratic process by assisting in organizing and informing voters about political issues, assisting in shaping political choice around important issues of public policy and contributing to raising money for local candidates to challenge incumbents. In this way, political parties act as an institutional check on the power that incumbents have by way of holding office. In

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<sup>2</sup> City of Saskatoon, *Bylaw No. 9242, The Saskatoon Municipal Review Commission Bylaw, 2014*.

<sup>3</sup> City of Saskatoon, *Bylaw No. 9242, The Saskatoon Municipal Review Commission Bylaw, 2014*, para 2.

<sup>4</sup> Lisa Young and Sam Austin, "Political Finance in City Elections: Toronto and Calgary Compared," *Canadian Political Science Review* 2, 2008, 88-102.

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local elections, however, political campaigning revolves around individuals. Individual candidates must organize their own campaigns, raise funds, and canvass for votes entirely through their own personal networks. While political and economic interests may lurk in the background, it is up to the individual candidate to create the infrastructure necessary to run for office. During municipal elections, the task of running, administering, funding and ultimately winning an election is made considerably easier by way of incumbency.<sup>5</sup> It is therefore important that the rules surrounding local elections are constructed in such a way as to alleviate any structural or institutional advantage that one candidate may have over another.

Finally, it is worth noting that the SMRC found no evidence of scandal or corruption in the existing procedures surrounding the administration of local elections. By all accounts, administrators, candidates and public officials in the City have followed the current rules well. Nevertheless, the City has tasked the SMRC to inquire into whether the existing bylaw continues to meet the needs of a growing and expanding city and whether there is room for improvement to the democratic process. It is with all of these observations in mind that the following report has been drafted. We believe that the adoption of these recommendations will ensure clarity for candidates and the public while enriching the quality of the City's democratic process.

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<sup>5</sup> For an overview of this phenomenon, see A. Moore, R.M. McGregor and L. Stephenson, "Paying Attention and the Incumbency Effect: Voting Behaviour in the 2014 Toronto Municipal Election," *International Political Science Review* (forthcoming).

**Introduction**

The City has tasked the SMRC to study, examine, and make recommendations in a host of areas related to municipal elections. According to section 12 (1) of the *Saskatoon Municipal Review Commission Bylaw, 2014*, the SMRC was tasked to inquire into and make recommendations with respect to any or all of the following policy areas:

- a. The disclosure requirements respecting campaign contributions and expenses;
- b. The election campaign spending limits;
- c. The accounting records respecting campaign contributions and expenses;
- d. The auditing of candidate's statement of campaign contributions and expenses;
- e. The retention of records respecting campaign contributions and expenses;
- f. The election contribution period;
- g. The election expense period;
- h. The rules for fund-raising events;
- i. The reporting of surplus campaign funds;
- j. The reporting of campaign expenses incurred outside the election expense period;
- k. The commencement and duration of the campaign period;
- l. The publication of a candidate's election expenses and contributions;
- m. The appointment of a returning officer other than the City Clerk;
- n. The proper use of a member of Council's communication allowance prior to an election in which the member is a candidate;
- o. The rules for deferring election expenses;
- p. The enumeration of the names of electors and the preparation of a voter's list;
- q. The offences and penalties for candidates in contravention of The Campaign Disclosure and Spending Limits Bylaw, 2006, including the role and duties of the Election Disclosure Complaints Officer;
- r. The public financing of municipal election campaigns including reimbursement of candidates expenses for specific forms of spending, tax benefits for contributors and allowances to candidates for expenses;
- s. Any proposed amendments to The Local Government Election Act;
- t. Any other matter relating to a municipal election in the City.

**Methodology**

The SMRC began its work by dividing the points of investigation into three broad policy areas:

**1. Money and Finance in Municipal Elections**

- a. the disclosure requirements respecting campaign contributions and expenses;
- b. the election campaign spending limits;
- c. the accounting records respecting campaign contributions and expenses;
- d. the auditing of candidate's statement of campaign contributions and expenses;
- e. the retention of records respecting campaign contributions and expenses;
- h. the rules for fund-raising events;
- i. the reporting of surplus campaign funds;
- j. the reporting of campaign expenses incurred outside the election expense period;
- l. the publication of a candidate's election expenses and contributions;
- o. the rules for deferring election expenses.

**2. The Election Period**

- f. the election contribution period;
- g. the election expense period;
- k. the commencement and duration of the campaign period.

**3. The Administration of Elections**

- m. the appointment of a returning officer other than the City Clerk;
- n. the proper use of a member of Council's communication allowance prior to an election in which the member is a candidate;
- p. the enumeration of the names of electors and the preparation of a voter's list;
- q. the offences and penalties for candidates in contravention of *The Campaign Disclosure and Spending Limits Bylaw, 2006*, including the role and duties of the Election Disclosure Complaints Officer;
- r. the public financing of municipal election campaigns including reimbursement of candidates expenses for specific forms of spending, tax benefits for contributors and allowances to candidates for expenses;
- s. any proposed amendments to *The Local Government Election Act*;
- t. any other matter relating to a municipal election in the City.

By dividing these twenty points into these broad policy areas, the SMRC was able to seek input from the public regarding the effectiveness of local campaign rules. It also made the task of compiling information more efficient, as the Commission was able to make broad comparisons with other jurisdictions across the country.

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Public hearings were held on June 18 and June 24 at Cosmo Civic Centre and Lakewood Civic Centre. Members of the public as well as several city councillors and the mayor attended these hearings. Citizens were also encouraged to provide feedback through an online survey and were further encouraged to participate through social media. Through these public processes, the SMRC received a number of comments regarding transparency and accountability in financing election campaigns. While these comments varied, the SMRC has endeavoured to take these comments into account in the recommendations made below.

Additionally, the SMRC undertook a review of the rules respecting Saskatoon's municipal elections for the purposes of understanding the current rules that candidates for Saskatoon must follow. The SMRC then conducted a study of ten additional Canadian municipalities for the purposes of comparing rules and understanding how Saskatoon's campaign finance regime compares to those in other municipalities across the country. Finally, a review of the academic literature was undertaken to examine some of the arguments from leading experts in the field.

In our view, there are several areas of Saskatoon's election rules that could be improved to further provide transparency, fairness and greater accountability. In several areas, we believe the existing rules overly benefit incumbents, thus weakening democratic competition in the city. We further believe that adoption of these recommendations will clarify the rules and expectations with respect to the raising and spending of money for election purposes thereby reducing opportunities for misunderstandings and accidental breaches of what are currently unclear rules.

Saskatchewan is unique among the provinces compared in this study in that the province creates few statutory rules regarding municipal campaign finance. Alberta, Manitoba, Ontario, and Nova Scotia have all set their rules regarding the disclosure campaign spending and contributions and campaign spending limits by provincial legislation. In Saskatchewan, by contrast, municipalities are empowered to adopt these rules as they see fit.<sup>6</sup> By adopting these recommendations, City Council can level the political playing field thus encouraging more transparent and accountable rules that will empower individuals to participate in the local democratic process.

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<sup>6</sup> Saskatchewan, *Local Government Election Act*, s. 145.1.

**General Background Information**

Saskatoon City Council is comprised of one mayor and ten councillors. The mayor is elected at large for the entire city. The councillors are elected, one each, from ten geographically distinct wards. As of the 2011 census, the population of the City of Saskatoon was 222,189.<sup>7</sup> During the last municipal general election in Saskatoon there were 180,411 registered voters.<sup>8</sup> The average size of Saskatoon's municipal wards is 22,219 citizens and 18,041 registered voters.

Of the cities that were studied for this report, Saskatoon has the smallest city council along with Regina, Saskatchewan, Kitchener, Ontario, and Windsor, Ontario.<sup>9</sup>

	<b>Population</b>	<b>Council Size (mayor and councillors)</b>	<b>Average Ward Size (population)</b>	<b>Average Ward Size (voters)</b>
<b>Toronto, ON</b>	2,615,060	45	59,433	41,225
<b>Calgary, AB</b>	1,230,915	15	87,923	47,716
<b>Edmonton, AB</b>	877,926	13	73,161	51,595
<b>Winnipeg, MB</b>	709,300	16	47,287	31,394
<b>Halifax, NS</b>	390,096	17	24,381	18,638
<b>London, ON</b>	366,151	15	26,154	18,510
<b>Kitchener, ON</b>	233,700	11	23,370	14,729
<b>Saskatoon, SK</b>	222,189	11	22,219	18,041
<b>Windsor, ON</b>	210,875	11	21,088	15,687
<b>Regina, SK</b>	205,000	11	20,500	15,832
<b>Guelph, ON</b>	121,688	13	20,281	14,995

<sup>7</sup> 2011 Statistics Canada Census. <http://goo.gl/mEFMZf> Accessed August 19, 2015.

<sup>8</sup> 2012 Election Summary Report, Saskatoon 2012 Municipal Election. <https://goo.gl/PjNN5q> Accessed August 19, 2015.

<sup>9</sup> Guelph, Ontario has a city council with thirteen members despite having approximately 100,000 fewer citizens than Saskatoon. The city is divided into six wards each of which elects two councillors.

## **1. Money and Finance in Municipal Elections**

### **a. Disclosure Requirements Respecting Campaign Contributions and Expenses**

Currently the City of Saskatoon requires statements of campaign contributions and expenses to be filed with the returning officer following an election. Candidates for the position of mayor are required to file their statements within four months following the date of an election.<sup>10</sup> Candidates for city council are required to file their statements within three months following the date of an election.<sup>11</sup>

All of the municipalities reviewed by the SMRC require filing financial statements by candidates for city council and mayor positions.<sup>12</sup> Across the country, the period in which candidates must file campaign contributions following an election ranges from sixty days in Halifax to 210 days in Winnipeg.

Saskatoon currently requires the following information to be included in the Statement of Election Expenses/Contributions for all candidates for all municipal offices:

1. A statutory declaration of the total campaign contributions and total campaign expenses.<sup>13</sup>
2. A list of the names of each contributor whose cumulative donations exceed \$250 and the cumulative amount of each of the named contributors' donations. If no contributor's cumulative donations exceed \$250 then a notation to this effect is required.<sup>14</sup>

Additionally, candidates for the office of mayor are required to include a written statement providing the details of campaign revenues and campaign expenses incurred during the campaign expenses period.<sup>15</sup>

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<sup>10</sup> City of Saskatoon, Bylaw No. 8491 s. 5 (2)(a).

<sup>11</sup> City of Saskatoon, Bylaw No. 8491 s. 5 (2)(b).

<sup>12</sup> The exceptions to this are Calgary and Edmonton where this requirement does not apply to mayoral candidates. This appears to be an oversight and candidates for mayor in both cities do file these statements. Additionally, Alberta's *Local Authorities Election Act* does not require disclosure statements from candidates whose campaigns are exclusively funded out a candidate's own funds up to a maximum of \$10,000 (s. 147.11 (2)).

<sup>13</sup> City of Saskatoon, Bylaw No. 8491 s. 5 (3)(a)(i).

<sup>14</sup> City of Saskatoon, Bylaw No. 8491 s. 5 (3)(a)(ii)(A)(B)(C).

<sup>15</sup> City of Saskatoon, Bylaw No. 8491 s. 5 (3)(b).

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Saskatoon's requirements are roughly in line with the other municipalities studied, though it does, along with Winnipeg, have the highest donation limit for triggering the reporting the names of contributors.

The requirements of Saskatoon's disclosure rules fall in line with the other municipalities studied, although cities in Manitoba and Ontario require more detailed disclosure. These requirements include itemized lists of expenses, a full accounting of the contributions and expenses related to fundraising events, and details relating to loans received for the campaign, and restricting donations to those residents that reside in the province.

	<b>Limit for disclosure of names of contributors</b>
<b>Winnipeg, MB</b>	\$250.00
<b>Saskatoon, SK</b>	\$250.00
<b>Regina, SK</b>	\$200.00
<b>Toronto, ON</b>	\$100.00
<b>Calgary, AB</b>	\$100.00
<b>Edmonton, AB</b>	\$100.00
<b>London, ON</b>	\$100.00
<b>Kitchener, ON</b>	\$100.00
<b>Windsor, ON</b>	\$100.00
<b>Guelph, ON</b>	\$100.00
<b>Halifax, NS</b>	\$50.00

***Recommendations:***

1. The SMRC recommends that Bylaw No. 8491 be amended to require the disclosure of the names of campaign contributors whose cumulative donations exceed \$100 and that the statements of election expenses and contributions should include an itemized list of all campaign expenses, a full accounting of contributions and expenses related to fundraising events, details relating to donations-in-kind, and details relating to loans received for the purposes of election campaigns.

**Rationale**

The adoption of these recommendations will bring the City of Saskatoon's campaign finance regulatory regime in line with the practices of other municipalities studied

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by the SMRC. We believe that this amendment would also make the City's local elections far more transparent for both candidates and citizens alike.

**b. The Election Campaign Spending Limits**

As with most of the jurisdictions studied, the City of Saskatoon establishes spending limits for candidates for both the office of mayor and city council. The limits are set by a formula that allows candidates to spend a certain amount of money per resident.

For mayoral candidates, the formula is:

$$\text{MCE} = \$0.75 \times P$$

where

MCE = mayoralty candidate's expenses

\$0.75 = allowable campaign expense per capita

P = total population of the City as established by the most recent municipal wards commission.<sup>16</sup>

Candidates for city council are permitted a maximum allowable campaign expense equal to 10 per cent of that established for mayoral candidates.<sup>17</sup>

These rules are in line with the way campaign expense limits are established in other jurisdictions. Winnipeg additionally ties its campaign expense limits to inflation with the following formula:

$$M = N \times \$0.35 \times \text{IE}/\text{IB}$$

where

M = maximum amount for election expenses for the year in which the election is held

N = number of eligible voters in the City according to the most recent voters list prepared prior to the campaign period

IE = Consumer Price Index for the City of Winnipeg for the month two months prior to the beginning of the campaign period

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<sup>16</sup> City of Saskatoon, Bylaw No. 8491 s. 3 (2).

<sup>17</sup> City of Saskatoon, Bylaw No. 8491 s. 3 (3).

IB = annual average Consumer Price Index for the City of Winnipeg for the year 2002.<sup>18</sup>

### **Recommendations**

2. The SMRC recommends that council amend Bylaw No. 8491 to tie the campaign expense limits for mayoral candidates to the Consumer Price Index for Saskatoon using 2015 as the base year.

### **Rationale**

The SMRC believes it is advantageous to have expense limits tied to the city's population. Further benefits can be accrued by additionally tying the limits to inflation to preserve the value of the base amount over time.

#### **c. The Accounting Records Respecting Campaign Contributions and Expenses**

Candidates for positions on municipal council in Saskatoon are required to keep "complete and proper accounting records" of all contributions and expenses.<sup>19</sup> These shall include the value of all contributions including money, goods, or services, and the names and addresses of all contributors.<sup>20</sup>

The requirements in other jurisdictions are more stringent than those of Saskatoon. Municipal candidates in Calgary, Edmonton, Winnipeg, and throughout Ontario, are required to open campaign bank accounts. All campaign contributions must be paid into these accounts and campaign expenses may only be paid out of these accounts. Each of these jurisdictions explicitly requires receipts be issued for each contribution received, in whatever form, and that receipts be obtained for all expenses. In Winnipeg and throughout Ontario, candidates are required to appoint official agents who are responsible for the financial record keeping of campaigns.

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<sup>18</sup> City of Winnipeg, Bylaw No. 10/2010 s. 16 (1).

<sup>19</sup> City of Saskatoon, Bylaw No. 8491 s. 4 (1).

<sup>20</sup> City of Saskatoon, Bylaw No. 8491 s. 4 (2)(b).

**Recommendations:**

3. The SMRC recommends that Bylaw No. 8491 be amended to lay out the specific records to be kept by candidates to bring them in line with those of other jurisdictions, including the requirements for the opening and exclusive use of campaign bank accounts, the issuance of receipts for contributions, and the requirement of receipts for expenses. The city clerk (or other official appointed by council) shall have the authority to audit these records at any time.
4. The SMRC recommends that Bylaw No. 8491 be amended to require candidates for the office of mayor be required to appoint an official agent who will be responsible for the financial records relating to the campaign. A candidate may serve as his or her own official agent.
5. The SMRC also recommends that costs associated with these recommendations that may be incurred by candidates (save for any remuneration provided to the official agent) be reported on the statement of election expenses and contributions but not be subject to the expense limits established by council.

**Rationale**

More detailed financial records during local elections will require candidates to more closely track contributions and expenses during the campaign. These more detailed records will improve the transparency of the election financing process in Saskatoon. Specifically, the requirement for campaign bank accounts and the issuance and obtaining of receipts for contributions and expenses will ensure that all candidates are operating on a level playing field with respect to the records kept. In combination with recommendations made below regarding the campaign contribution period, more detailed financial records will further level the electoral playing field. In the event that questions about a candidate's campaign spending or contributions arise over the new campaign period the retention of these records can be beneficial to a candidate's defense.

The recommendation of the appointment of an official agent for mayoral candidates is based on the idea that mayoral campaigns are large and complex machines that engage numerous people. We believe that it is unreasonable to expect a mayoral candidate to be able to oversee the campaign's record keeping at the same time as the candidate is engaged in citywide campaigning. The campaigns for the council offices are sufficiently small that such an appointment would be overly burdensome to local candidates.

#### **d. The Auditing of Candidate's Statement of Campaign Contributions and Expenses**

The City of Saskatoon requires that mayoral candidate's have their statement of campaign revenues and campaign expenses audited by a chartered accountant.<sup>21</sup> The City also provides reimbursement to candidates for the cost of the audit. For a campaign where expenses are less than \$5,000, the reimbursement provided is the lesser of \$750 or the actual cost of the audit plus GST.<sup>22</sup> For a campaign where the expenses exceed \$5,000, the reimbursement is the lesser of \$2,000 or the actual cost of the audit plus GST.<sup>23</sup> The wording of the bylaw does not provide for the reimbursement of audit costs for campaigns where the expenses equal \$5,000.

These limits are in effect for the 2012 election only and shall be adjusted for each campaign to reflect the cumulative rate of inflation in Saskatoon since the immediately preceding election.<sup>24</sup>

Candidates for the office of city councillor are not required to have their statements audited.

#### **Recommendation**

6. The SMRC recommends that Bylaw 8491 be amended to provide for the reimbursement of the costs of audits for mayoral campaigns where the expenses are \$5,000 or more at the rate currently established by the bylaw for expenses that exceed \$5,000.
7. The SMRC recommends that the City continues the practice that city councillors do not require audited campaign revenues and campaign expenses.

#### **Rationale**

The first recommendation serves to close the gap identified in the report. We also believe that audited campaign statements would prove overly burdensome for ward candidates. We also came across no evidence that a full audit would uncover anything that the new financial recommendations would not already reveal.

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<sup>21</sup> City of Saskatoon, Bylaw 8491 s. 6 (1).

<sup>22</sup> City of Saskatoon, Bylaw No. 8491 s. 6 (3)(a).

<sup>23</sup> City of Saskatoon, Bylaw No. 8491 s. 6 (3)(b).

<sup>24</sup> City of Saskatoon, Bylaw No. 8491 s. 6 (4).

### **e. The Retention of Records Respecting Campaign Contributions and Expenses**

Candidates for positions on Saskatoon's city council are required to maintain possession and control of their campaign records at all times.<sup>25</sup> They are further required to keep their records for two years from the period on which their Statements of Campaign Contributions and Expenses are due to be filed.<sup>26</sup>

This two-year period is in keeping with the requirements in Calgary, Edmonton, and Winnipeg. In Ontario, candidates are required to maintain their records for the entire length of the term for which they have been elected, until a successor is chosen, and a new council is appointed.<sup>27</sup>

#### ***Recommendation***

8. The SMRC recommends that Bylaw 8491 be amended to require candidates to retain their records for the duration of the term of office for which they sought election.

#### **Rationale**

While the two-year period currently in force in Saskatoon with respect to retention of records is in line with other jurisdictions studied by the SMRC there is a disconnect between the record-keeping period and the penalties for contravening the bylaw. One such penalty is the resignation of one's seat on council.<sup>28</sup> Extending the record-keeping period as recommended here takes into account the fact that some contraventions may not come to light immediately following an election. It further ensures that investigations may be undertaken at any point during the council term.

### **h. The Rules for Fund-Raising Events**

Candidates for the offices of Saskatoon's city council are permitted to hold fund-raising events. The net proceeds from these events are considered campaign contributions. The expenses incurred for the holding of a fund-raising event are not considered campaign expenses.<sup>29</sup> Further, the gross amount collected during a general collection or money solicitation (passing the hat) while at a fundraising event shall be reported as a contribution.<sup>30</sup> The cost of tickets to a fund-raising

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<sup>25</sup> City of Saskatoon, Bylaw No. 8491 s. 4 (2)(c).

<sup>26</sup> City of Saskatoon, Bylaw No. 8491, s. 11.

<sup>27</sup> Ontario, *Municipal Elections Act, 1996*, s. 69 (1) (j.1).

<sup>28</sup> City of Saskatoon, Bylaw No. 8491 s. 25 (1) (2).

<sup>29</sup> City of Saskatoon, Bylaw No. 8491 s. 8 (1) and (2).

<sup>30</sup> City of Saskatoon, Bylaw No. 8491 s. 8 (3).

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event or given in response to general collection of funds or solicited at a fundraising event shall not be included in a contributor's cumulative campaign contribution total.<sup>31</sup> These rules are in keeping with the rules in other jurisdictions.

However, the SMRC is aware that these rules have led to confusion in the past. We believe that there is room for some clarity in these rules in order to recognize the importance of community fundraisers for local campaigns and to make sure that the rules in place are as user-friendly as possible while also encouraging full transparency.

***Recommendation***

9. The SMRC recommends that the rules for fund-raising events be maintained but that Bylaw 8491 be amended to make explicit that all costs associated with fundraising events and all contributions received at fund-raising events be included as part of the Statement of Contributions and Expenses. For the sake of clarity, the SMRC recommendation relates only to the reporting of all costs associated with fundraising. The SMRC is not recommending that the costs of fund-raising events be included under the spending cap in place for candidates.

**Rationale**

This new amendment will serve to clarify the reporting requirements specifically for fund-raising expenses and contributions.

**i. The Reporting of Campaign Surpluses**

In the City of Saskatoon, candidates who record a surplus are required to advise the returning officer how these funds will be used in the future. The candidate's decision on how to use surplus campaign funds shall be included as part of the statutory declaration submitted as the statement of expenses and contributions.<sup>32</sup>

The City of Saskatoon's rules in this area differ from most of the other jurisdictions examined. In Regina, Calgary, Edmonton, Winnipeg, and Ontario municipalities, candidates who finish their campaigns with a surplus are required to turn the surplus over to the municipality to be held in trust for the candidate. The money is then returned to the candidate if they register to run in the next municipal election or a prior held by-election. If a candidate fails to register to run in the next municipal election, then the surplus funds must either be donated to charity or become the property of the municipality.

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<sup>31</sup> City of Saskatoon, Bylaw No. 8491 s. 8 (4).

<sup>32</sup> City of Saskatoon, Bylaw No. 8491 s. 9.1.

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In Ontario, candidates who record a surplus may first refund their own personal campaign contributions prior to remitting the money to the municipality.

***Recommendation***

10. The SMRC recommends that Bylaw 8491 be amended to require surplus campaign funds be remitted to the municipality to be held in trust for the candidate in the event that the candidate registers to run in the next municipal election (or in a by-election held prior to the next general election).
11. The SMRC recommends that Bylaw 8491 be amended to stipulate that if the candidate fails to register to run in the next municipal election the surplus funds held in trust be paid to a charity of the candidate's choice and, failing that, the surplus funds shall become the property of the municipality. The SMRC further recommends that no tax receipt be issued to candidates for charitable contributions made under this new rule.

**Rationale**

These amendments will bring Saskatoon in line with the other jurisdictions examined. These requirements ensure that monies donated for election purposes are used solely for election purposes and also seeks to level the electoral field in as much as campaign funds will only be used during campaigns and that candidates will receive no personal benefit from their campaign fundraising activities.

**j. The Reporting of Campaign Expenses Incurred Outside the Election Expense Period**

According to Bylaw 8491, campaign expenses are defined by their use, not when the costs are incurred.<sup>33</sup> All campaign expenses are to be included in the statement of expenses and contributions regardless of when they are incurred.

Calgary, Edmonton, Winnipeg, and all Ontario municipalities explicitly state that campaign expenses may not be incurred outside of the campaign period.

The SMRC sees merit in aligning campaign expenses and the campaign period. We will make several recommendations regarding the campaign period that will offer further clarity regarding the campaign period in the section dealing with the campaign period beginning on page 26.

***Recommendation***

12. The SMRC recommends that Bylaw 8491 be amended to stipulate that campaign expenses may only be incurred during the campaign period.

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<sup>33</sup> City of Saskatoon, Bylaw No. 8491 s. 2 (b).

**Rationale**

This amendment will ensure that all candidates operate on an equal footing when it comes to the operation of their campaigns. Further, it lessens the burden on candidates with respect to record keeping.

**I. The Publication of a Candidate's Election Expenses and Contributions**

Bylaw 8491 requires that candidate statements of expenses and contributions shall be filed with the returning officer and shall be kept by the city clerk. These records are reviewable by the public at the clerk's office during regular office hours. The records are to be kept in accordance with Section 90 of *The Cities Act*.<sup>34</sup> The city clerk is also required to forward a report to City Council summarizing the campaign contributions and expenses of all candidates and include a notation indicating candidates who exceeded the spending limits and those who failed to file the required reports. This report shall also be posted in a "conspicuous place".<sup>35</sup>

The city clerk is further required to post the statements of expenses and contributions on the city website.<sup>36</sup>

These requirements are in line with those in other jurisdictions and go further in respect of requiring the publication of the statements on the City website.

**Recommendation**

13. The SMRC recommends that no amendments be made to Bylaw 8491 with respect to the publication of the Statements of Expenses and Contributions.

**o. The Rules for Deferring Election Expenses**

These rules are not specifically addressed in Bylaw 8491 although the Bylaw does require that all campaign expenses are to be accounted for as such in the Statement of Expenses and Contributions. The practice is specifically prohibited in Calgary and Edmonton (although they do allow for deficits to be carried forward). In Winnipeg, claims for expenses must be submitted in writing to candidates within 30 days of the election. In Ontario, expenses may only be incurred during a candidate's campaign period.

**Recommendation**

14. The SMRC recommends that Bylaw 8491 be amended to include a specific prohibition on the carrying forward of campaign expenses.

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<sup>34</sup> City of Saskatoon, Bylaw No. 8491 s. 10 (1) and (2).

<sup>35</sup> City of Saskatoon, Bylaw No. 8491 s. 10 (3) and (4).

<sup>36</sup> City of Saskatoon, Bylaw No. 8491 s. 10 (5).

**Rationale**

This amendment will make explicit what is made implicit by other requirements of the Bylaw.

## 2. The Election Period

- f. **The Election Contribution Period**
- g. **The Election Expense Period**
- k. **The Commencement and Duration of the Campaign Period**

Unlike the other jurisdictions reviewed by the SMRC, Saskatoon does not have a specified campaign period. Instead it has three separately defined periods:

- 1) The **contribution period** that runs from January 1 of the year following a general election to December 31 of the year of the subsequent general election.<sup>37</sup>
- 2) The **election expenses period** that runs from August 1 to October 31 of an election year.<sup>38</sup>
- 3) The **nomination period** that dates from “at least” ten business days before nomination day until 4:00 pm on nomination day that is the fifth Wednesday prior to the day of the election.<sup>39</sup>

The effect of these different periods is that candidates are allowed to raise campaign funds at any time during the four years leading up to an election, though this money may only be spent during the three-month period leading up to the day of the election. The SMRC believes that such a rule gives a substantial advantage to incumbents running for re-election.

While we recognize that Saskatoon’s rules in these areas reflect similar rules in Calgary and Edmonton, it is out of step with Regina, Winnipeg, and Ontario municipalities.

In each of the latter three jurisdictions, the campaign periods are limited to set periods of time during the year of an election. In Regina, the campaign period runs from June 1 to December 31 of an election year.<sup>40</sup> In Winnipeg, the campaign period runs from May 1 of an election year for mayoral candidates and June 30 for councillor candidates to March 31 of the year after an election.<sup>41</sup> In Ontario, the campaign period runs from the date on which a candidate files his or her nomination papers until December 31 following an election.<sup>42</sup> Candidates may file their nomination papers on any day of an election year while the city clerk’s office is open.<sup>43</sup>

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<sup>37</sup> City of Saskatoon, Bylaw No. 8491 s. 2 (i)(ii).

<sup>38</sup> City of Saskatoon, Bylaw No. 8491 s. 2 (j)(i).

<sup>39</sup> Saskatchewan, *The Local Government Act* s. 45; 50.

<sup>40</sup> City of Regina, Bylaw No. 2007-34, s. 6.

<sup>41</sup> Manitoba, *The City of Winnipeg Charter*, s. 31(1).

<sup>42</sup> Ontario, *Municipal Elections Act, 1996*, s. 68 (1).

<sup>43</sup> Ontario, *Municipal Elections Act, 1996*, s. 33 (4).

We believe that the maintenance of three separate periods relating to election campaigns in Saskatoon can lead to a great deal of confusion for candidates and citizens. Further, the fact that candidates are not required to maintain campaign bank accounts, nor required to formally register prior to accepting contributions or incurring expenses, an open and transparent campaign finance regime becomes difficult. This lack of transparency becomes problematic for citizens who expect that their democratic institutions will be fully open and transparent. It also poses potential problems for candidates who, despite following the rules as written, may find themselves placed under a cloud of suspicion.

### ***Recommendations***

For these reasons, the SMRC makes the following recommendations related to these policy areas:

15. The SMRC recommends that Bylaw 8491 be amended so that candidates cannot raise money nor spend money until they have been officially nominated as a candidate. To achieve this, the SMRC recommends that the campaign contribution period, expense period, and nomination period be brought in line with one another so that they all begin on the same day. The contribution and expense periods should end on the same day. The nomination period should end as prescribed by *The Local Government Act*.

For greater clarity, the SMRC recommendation is that the city clerk begin accepting nomination papers for candidates on the first business day of the year in which an election is to be held. Nomination papers will be accepted until the time prescribed by *The Local Government Act*.

The campaign period will begin for a candidate once he or she has filed their nomination papers. At that point, the candidate can begin raising and spending money for their campaign.

16. The SMRC recommends that candidates should be prohibited from accepting contributions or incurring expenses until they have officially filed their nomination papers.
17. The SMRC recommends that candidates should be required to open a campaign bank account prior to filing their nomination papers, and this information be provided as part of officially filling their nomination papers with the city.

### **Rationale**

These recommendations will ensure that all candidates are operating on an equal footing with respect to campaign finances. These new rules will ensure clarity and transparency with respect to money raised and spent by candidates. The

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requirement for a candidate to file nomination papers prior to raising funds or incurring expenses will ensure clarity and compliance with the campaign finance regulatory scheme established by the City.

Finally, these new rules will ease the burdens of record keeping placed on candidates and remove any grey areas about what might happen with a candidate who begins raising money some three years before the day of an election.

**3. The Administration of Elections****m. The Appointment of a Returning Officer Other Than the City Clerk**

*The Local Government Election Act* establishes the city clerk as the returning officer for municipal elections in Saskatoon.<sup>44</sup> The *Act* states that subject to Part V of the *Act*, the city may appoint a person other than the city clerk to act as returning officer, however that power does not reside in that part.<sup>45</sup>

**Recommendation**

18. The SMRC recommends that Council inquire with the Province whether or not the City has the power to appoint an individual other than the city clerk to act as returning officer for municipal elections. If it does, the SMRC recommends that the city separate the roles of city clerk and returning officer by appointing a second individual to the latter role. If the City does not have this power, the SMRC recommends that the City request this power from the province.

**Rationale**

The SMRC believes that there is merit in appointing a returning officer other than the city clerk. The city clerk is an officer appointed by council whose role is to perform legislated responsibilities to council and support the work of council. The clerk also must administer the election and the election rules, including enforcing any penalties that may arise from discrepancies during elections. We were convinced that there is potential that the clerk may be put in awkward positions in performing the role of chief public servant to city council and enforcing election rules for existing members on city council.

**n. The Proper Use of a Member of Council's Communication Allowance Prior to an Election in Which the Member is a Candidate**

The Code of Conduct for Members of Saskatoon City Council requires that City resources are to be used for civic business only and that these resources are not to be used for campaign purposes.<sup>46</sup>

The SMRC believes it may be advantageous to give an officer of council the responsibility to investigate complaints about the contravention of the code with

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<sup>44</sup> s. 28.

<sup>45</sup> Part V deals with the holding of referenda and plebiscites.

<sup>46</sup> *Code of Conduct for Members of Saskatoon City Council*, Part 5, [https://www.saskatoon.ca/sites/default/files/documents/city-clerk/code\\_of\\_conduct\\_for\\_members\\_of\\_city\\_council.pdf](https://www.saskatoon.ca/sites/default/files/documents/city-clerk/code_of_conduct_for_members_of_city_council.pdf)

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respect to the use of city resources for campaign purposes. However, as the Code of Conduct for Members of Saskatoon City Council is currently under review by the Code of Conduct Committee, the SMRC defers on making any recommendations at this time.

**p. The Enumeration of the Names of Electors and the Preparation of a Voter's List**

The City of Saskatoon is empowered to conduct an enumeration of municipal voters provided it is carried out at least fifty-five days prior to the day of an election. The returning officer is the chief enumerator unless otherwise specified by Council.<sup>47</sup>

The rules regarding voter's lists vary across the country. In Alberta, enumerations are conducted in April of each election year.<sup>48</sup> In Winnipeg, the senior election official is required to maintain a voters list that may be done by obtaining information from any source including the Chief Electoral Officers of Canada and Manitoba or through enumeration.<sup>49</sup>

In Ontario, the Municipal Property Assessment Corporation must provide the City Clerk with a preliminary voters list no later than September 1 of an election year.<sup>50</sup> Revisions are then conducted beginning the Tuesday after Labour Day until the close of voting on voting day, during which voters may apply to have their names added to the voters' list.<sup>51</sup>

Having said that, the City allows on site voter registration at the time of an election, subject to residency requirements. Although outside of the SMRC's immediate mandate, we did hear evidence that the existing residency requirements of three consecutive months in the City and six consecutive months in the province of Saskatchewan may be cumbersome for more transient people such as students or seasonal workers.

***Recommendations***

19. The SMRC believes the costs associated with a quadrennial enumeration would be high and administratively burdensome. It is thus recommended that Council explore the possibility of obtaining voter information from the Chief Electoral Officers of Canada and Saskatchewan for the purposes of establishing a permanent Saskatoon voters' list. This list should be open to revision for a period leading up to the close of voting on the day of the election. In the absence

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<sup>47</sup> Saskatchewan, *Local Government Elections Act*, s. 36 (1) and (2).

<sup>48</sup> City of Calgary, <http://goo.gl/EsPR3b> Accessed August 19, 2015.

<sup>49</sup> Manitoba, *Municipal Councils and School Boards Elections Act*, s. 28 (1).

<sup>50</sup> Ontario, *Municipal Elections Act, 1996*, s. 19.

<sup>51</sup> Ontario, *Municipal Elections Act, 1996*, s. 24 (1).

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of this information from the Chief Electoral Officers of Canada and Saskatchewan, the SMRC recommends that the current process for establishing the voters' list be followed for the 2016 election. Following that election it is recommended that that list be preserved and used as the basis for a permanent voters list for subsequent elections.<sup>52</sup> The SMRC recommends that that list be open to revision for a period of time leading up to the close of voting on the day of the election.

**q. The Offences and Penalties for Candidates in Contravention of *The Campaign Disclosure and Spending Limits Bylaw, 2006*, Including the Role and Duties of the Election Disclosure Complaints Officer**

According to Saskatoon's existing bylaws, anyone found guilty of violating any provision of Bylaw No. 8491 and can be fined no more than \$5,000. If the offence continues, a fine of not more than \$5,000 per day continues until the dispute is resolved.<sup>53</sup> Those found guilty of an offence may also be liable for the costs of the investigation.<sup>54</sup>

Elected candidates who are found guilty of an offence under the Bylaw are ineligible to hold office and must resign immediately though a resignation is not required if a judge of the Court of Queen's Bench finds the offence was the result of inadvertence or an honest mistake.<sup>55</sup> For greater clarity, *The Cities Act* declares that a member of council who contravenes a municipal bylaw established under section 145.1 of *The Local Government Election Act*, as Bylaw 8491 is, is ineligible to hold office and must resign immediately. Such individuals may stand for office at the next election provided they meet the eligibility requirements for holding office.<sup>56</sup>

The penalties outlined under Bylaw 8491 and in *The Cities Act* are largely in keeping with those found in jurisdictions across the country. In Winnipeg and Ontario, all candidates who are found guilty of offences similar to those contemplated under the Saskatoon Bylaw are ineligible to hold office until after the next regular election has occurred, thus defining the term of ineligibility to be the time remaining in the term for which they had stood for office plus an additional full term of council.

As this report is being finalized, the Legislative Assembly of Saskatchewan is debating Bill 186, *An Act to amend The Cities Act, The Municipalities Act and The Northern Municipalities Act, 2010 and to make related and consequential amendments to The Ombudsman Act, 2012 and The Planning and Development Act, 2007 to Strengthen the Integrity and Accountability of Municipal Entities and to Bring*

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<sup>52</sup> The current practice is to seal and destroy the voters' list after each election.

<sup>53</sup> City of Saskatoon, Bylaw No. 8491 s. 24 (1).

<sup>54</sup> City of Saskatoon, Bylaw No. 8491 s. 24 (4).

<sup>55</sup> City of Saskatoon, Bylaw No. 8491 s. 25 (1) and (2).

<sup>56</sup> Saskatchewan, *The Cities Act*, s. 120 (1) (e) (i) and (2).

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*Municipal Entities Within the Jurisdiction of the Ombudsman (The Municipal Conflict of Interest Amendment Act, 2015).*

This act will, if adopted, amend section 120 (2) of *The Cities Act* to disqualify councillors found in breach of a municipal bylaw established under section 145.1 of *The Local Government Act* from holding office for twelve years from the date of their disqualification.

This SMRC notes that the penalties under Bylaw 8491 and *The Cities Act* apply only to elected officials and not to defeated candidates.

***Recommendation***

20. The SMRC recommends that Council request that the Province amend *The Cities Act* to apply the penalties for breaches of Bylaw 8491 to defeated candidates as well as elected candidates. The SMRC also recommends that upon the passage of this amendment by the Province, Bylaw 8491 be amended to incorporate this language as well.

**Rationale**

The SMRC believes that if the campaign finance regulations are to have the full faith of the public and the municipal candidates and if it is to be perceived as just its provisions, including its penalties, must apply equally to all candidates regardless of whether or not they are successful in their election bids.

**r. The Public Financing of Municipal Election Campaigns Including Reimbursement of Candidates Expenses for Specific Forms of Spending, Tax Benefits for Contributors and Allowances to Candidates for Expenses**

Saskatoon does not currently provide for the public financing of municipal election campaigns. Saskatoon's procedures on public financing are in keeping with the rules in Regina, Calgary, and Edmonton. However, public financing schemes do exist in Winnipeg and Ontario. The benefits of public financing are obvious: it encourages more people to donate to campaigns and thus encourages individuals to participate in the democratic process. The disadvantages of public financing are the costs involved with such a scheme. The SMRC believes there may be some benefit to enacting such a plan in Saskatoon, but further investigation is required before recommendations can be made. For instance, we would like to examine how the plan is administered in different jurisdictions, how it is financed and if there have been notable increases in citizen participation after such schemes have been enacted.

**s. Any Proposed Amendments to *The Local Government Election Act***

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As mentioned in **item m.** of the report, the SMRC recommends that Council inquire with the Province regarding the City's powers to appoint a returning officer other than the city clerk and then request any amendments to *The Local Government Election Act* as outlined in that item.

### **Campaign Donation Limits**

The SMRC also notes that section 145.1 of *The Local Government Election Act* empowers the City to adopt a bylaw that only deals with the disclosure of campaign contributions and expenses of candidates and the establishment of campaign spending limits. The *Act* does not permit Council to adopt a bylaw establishing donation limits. As such, Saskatoon does not have any limit on the amount of money and individual, corporation, or trade union may contribute to candidates.

In this way, Saskatoon stands outside the norm for most municipalities that were studied. In Alberta,<sup>57</sup> Winnipeg,<sup>58</sup> and Ontario,<sup>59</sup> donors are permitted to donate only a certain amount to candidates for municipal office. These range from a low of \$750 to a maximum of \$5,000.

Additionally, Winnipeg and Toronto prohibit contributions from corporations and trade unions.<sup>60</sup>

The SMRC also notes that there has been something of a trend at both federal and provincial levels of government to tighten donation limits and to ban donations from corporations and trade unions. In 2006, the federal government passed the *Federal Accountability Act*.<sup>61</sup> As part of the *Accountability Act* the government imposed a complete ban on contributions by corporations, unions and other organizations. The legislation lowered the contributions limits that individuals could give to a registered party (from \$5000 to \$1000) while also lowering how much money an individual can give to a local candidate. The Act also banned secret donations and gifts to political candidates.

In 2015, the government of Alberta joined Quebec, Manitoba, and Nova Scotia in banning institutional donations to political parties. In fact, the new government's first action was the passing of Bill 1, *An Act to Renew Democracy in Alberta*.<sup>62</sup> In that Bill, the Alberta government banned corporate and union donations, arguing that

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<sup>57</sup> Alberta, *Local Authorities Election Act*, s. 147.2 (1).

<sup>58</sup> Manitoba, *The City of Winnipeg Charter*, s. 33.1 (2); City of Winnipeg, Bylaw No. 10/2010 s. 8 (2).

<sup>59</sup> Ontario, *Municipal Elections Act, 1996*, s. 70.1 (5) and s. 71 (1).

<sup>60</sup> Manitoba, *The City of Winnipeg Charter*, s. 33.1 (1); City of Winnipeg, Bylaw No. 10/2010 s. 8 (1); City of Toronto, Bylaw No. 1177-2009.

<sup>61</sup> *Federal Accountability Act*, S.C. 2006 c. 9.

<sup>62</sup> SA, 2015 c15.

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only individuals can donate (up to \$15,000) to a political party or registered candidate.

### **Donor Eligibility**

Saskatoon also stands apart from the other jurisdictions studied in that it does not place any limits on donor eligibility. In Alberta,<sup>63</sup> Winnipeg,<sup>64</sup> and Ontario,<sup>65</sup> individuals who are normally resident in those provinces may make donations to candidates for municipal office.

### **Recommendations**

21. The SMRC recommends that City Council request that the Province amend *The Local Government Act* to empower Council to adopt a bylaw to establish limits on contributions to candidates for municipal office.
22. The SMRC recommends that upon the adoption of this amendment Council amend Bylaw 8491 to:
  - a. place a limit on the total amount that individuals may contribute to candidates for municipal office;
  - b. prevent donations to candidates for municipal office from corporations and trade unions.
  - c. restrict donations to municipal candidates to those that come only from individuals normally resident in Saskatchewan;

### **Rationale**

The SMRC believes that only those who reside in the province should participate in municipal elections in Saskatoon. The adoption of this recommendation will bring Saskatoon in line with the other jurisdictions studied for this report.

The SMRC further believes that the lack of contribution limits can lead to questions about the independence of candidates and opens them up to the perception that donors who contribute large sums of money may have privileged access to the City's democratic institutions. In the interests of greater transparency and openness, as well as preserving the integrity of local elections, the SMRC believes that contribution caps should be introduced in Saskatoon.

Finally, the SMRC believes that the elimination of campaign contributions from corporations and trade unions will lead to more transparent campaign financing practices as well as reflect trends at both the federal and provincial levels of

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<sup>63</sup> Alberta, *Local Authorities Election Act*, s. 147.2 (3).

<sup>64</sup> Manitoba, *The City of Winnipeg Charter*, s. 33.1 (1); City of Winnipeg, Bylaw No. 10/2010 s. 8 (1).

<sup>65</sup> Ontario, *Municipal Elections Act, 1996*, s. 70 (3) and (5).

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government as well as in other municipalities in the country as outlined earlier in this section.

The adoption of these recommendations will make Saskatoon a leader at the municipal level in encouraging individual participation in local elections. The banning of corporate and union donations would also level the electoral field for all candidates to compete fairly in local elections while limiting the influence of those with substantial monetary resources to overly influence local elections.

**t. Any Other Matter Relating to a Municipal Election in the City**

The SMRC has no comment on other matters at this time.



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Garbage and Debris Issues – Greenfield and Infill Development**

#### **Recommendation of the Committee**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

#### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated November 2, 2015, was considered.

#### **Attachment**

November 2, 2015 report of the General Manager, Community Services Department.

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## Garbage and Debris Issues – Greenfield and Infill Development

### Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council that the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

### Topic and Purpose

The purpose of this report is to outline the current level of service provided to residents who live in the vicinity of construction sites and to outline a strategy to overcome the negative impacts that sometimes arise, related to both infill and greenfield development.

### Report Highlights

1. Current level of service is provided on a complaint-based system, which sometimes does not meet the service-level expectations of residents. In general, highly effective enforcement on construction related issues requires more focussed customer communications, and improved coordination among the business units providing the services.
2. A coordinated approach to bylaw enforcement, through the creation of a new Bylaw Enforcement Customer Service Coordinator position, along with the creation of an internal Bylaw Review Committee, is proposed to meet residents' expectations in the interim.
3. The creation of the General Bylaw Enforcement Section within Community Standards Division and implementation of centralized customer communications system (311) will provide an effective long-term strategy (24 to 36 months).

### Strategic Goals

The creation of the General Bylaw Compliance Section within Community Standards Division supports the City of Saskatoon's (City) Strategic Goals of Continuous Improvement and Quality of Life, by providing efficient and effective methods to address the negative impacts associated with greenfield and infill development, while preserving the quality of life for residents in the area.

The recommendations in this report support the long-term strategy to provide a coordinated approach to customer service with quick and accurate responses.

### Background

Greenfield and infill construction activity can impact residents living in the area. As areas become more populated, there is less tolerance to living in a construction zone. The Administration often responds to concerns from residents regarding negative impacts of construction.

## Garbage and Debris Issues – Greenfield and Infill Development

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The following inquiry was made by Councillor Z. Jeffries at the meeting of City Council held on July 27, 2015:

“Residents deserve reasonably clean and tidy neighbourhoods even when new development and construction take place. Could Administration report back on how we can better manage the garbage and debris issues related to both greenfield and infill development. The report could speak to, but doesn’t have to be limited to, issues of street sweeping, gravel and dirt piles on streets, garbage, and property maintenance and sidewalk snow clearing enforcement.”

### Report

#### Current Level of Service

Bylaw enforcement activity is often a complaint-based process. In general, bylaws and policies exist that govern the majority of concerns raised by residents; however, limited resources, combined with less than ideal enforcement coordination, poses a challenge for the Administration to effectively provide the level of service desired by residents.

Over the last six months, there have been several improvements to the service level:

- A web-based complaint form was incorporated with the new website to improve customer service;
- Community Standards has coordinated a number of bylaw enforcement groups under one division (i.e. parking, zoning bylaw, right-of-way, sidewalk clearing); more will follow in time.
- Building Standards continues to respond to construction site complaints related to noise, refuse, site safety, and other issues as they arise; and
- The subdivision process has incorporated street sweeping requirements, enforced on a goodwill basis.

#### Meeting Resident Expectations in the Interim

The Administration is working on creating improvements related to key performance areas through the identified tactics:

- a) Responsive Customer Service
  - i) Creating single point for contact for residents, supported through the creation of a new Bylaw Enforcement Customer Service Coordinator position. This staffing adjustment was recommended in an August 19, 2015 report to Executive Committee. The position has not been included in the proposed budget but the adjustment proposed in this report will be considered during the 2016 Business Plan and Budget deliberations.
- b) Education and Communication
  - i) Creation of a good neighbour guide, based on best practices to encourage and facilitate communication between contractors and

## Garbage and Debris Issues – Greenfield and Infill Development

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residents to help both parties understand their respective roles and responsibilities.

- c) Bylaw and Policy Review
  - i) Review of Building Bylaw No. 7306 (Building Bylaw) – evaluate permitting conditions that will reinforce and support good-neighbour practices;
  - ii) utility cut practices review;
  - iii) drainage practices and bylaw review;
  - iv) subdivision process review; and
  - v) creation of a Bylaw Enforcement Committee to continue the alignment of bylaw enforcement across the corporation.

Administration recognizes that more work needs to be done to improve upon our service level.

### Long-Term Strategy to Overcome Negative Impacts of Construction (24 to 36 months)

- a) The General Bylaw Compliance Section of Community Standards continues to pursue the goal of providing a coordinated response to all civic bylaw enforcement. Community Standards, in coordination with related business units and the use of the future 311 system, will provide an effective long-term strategy. The strategic plan of the General Bylaw Compliance Section is found in Attachment 1.
- b) Key Performance Factors in the Long-Term Strategy
  - i) Customer focused by providing a coordinated approach to customer service with quick and accurate responses.
  - ii) Fiscally responsible, funded through a combination of cost-recovery and taxpayer support.
  - iii) Reliant on bylaws, policies, and agreements that are enforceable with clearly communicated standards.
  - iv) Empowers compliance through clear education.

### **Public and/or Stakeholder Involvement**

Stakeholder involvement will occur throughout the process towards meeting the long-term strategy. Primary stakeholders include the various internal enforcement units that already exist. Other stakeholders to be considered through a good practices education campaign will include the builders and developers responsible for greenfield and infill development.

In addition, internal stakeholder and public involvement will be important to developing a 311/CRM solution for Saskatoon. The Service Saskatoon 311/CRM initiative will develop a citizen engagement strategy aimed to better understand the attributes of an ideal service experience, preferences for the service channels, etc.

## **Garbage and Debris Issues – Greenfield and Infill Development**

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### **Communication Plan**

A communication plan to support the long term strategy is under development through Community Standards. The communication plan will incorporate education, awareness, and will align with the future implementation of the 311 system.

The communication plan will be a two-step process beginning first with aligning the current enforcement units, understanding their level of service, and recommending improvements. The second step will be to create public education and awareness on rights and responsibilities in an easy to understand fashion. The public will also be informed of the improved bylaw enforcement process and the streamlined complaint process.

### **Policy Implications**

Through the implementation of the long-term strategy, the Bylaw Enforcement Committee will identify and target bylaws and policy review.

In the implementation of the short- term initiatives, utility cuts, drainage, and the Building Bylaw will be reviewed in 2016.

### **Financial Implications**

Long-term financial implications will be brought forward as enforcement units undergo appropriate service reviews.

Financial implications to improve the current level of service would involve one new FTE (recommended in an August 19, 2015 report to Executive Committee). The position has not been included in the proposed budget but the adjustment proposed in this report will be considered during the 2016 Business Plan and Budget deliberations.

The new FTE would provide critical bylaw enforcement customer service, coordination, and tracking. This position, in addition to receiving inquiries, is an essential component to build the business of tracking, dispatching, and following through on a defined level of service in bylaw enforcement. Total costs associated with this position are \$70,000 per year. Approximately \$45,000 would be recovered through fees and charges, with \$25,000 impacting the mill rate. Further exploration for user-pay types of fees and charges will be conducted as part of the ongoing work of the Bylaw Enforcement Committee.

### **Other Considerations/Implications**

There are no options, environmental, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

A follow-up report will be submitted to Committee in June of 2016.

### **Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

## **Garbage and Debris Issues – Greenfield and Infill Development**

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### **Attachment**

1. Community Standards Strategic Plan

### **Report Approval**

Written by: Kara Fagnou, Director of Building Standards

Reviewed by: Andrew Hildebrandt, Director of Community Standards

Alan Wallace, Director of Planning and Development

Carla Blumers, Director of Communications

Approved by: Randy Grauer, General Manager, Community Services Department

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## General Bylaw Enforcement Section

### DESCRIPTION

Community Standards was formed primarily to provide an effective and aligned general bylaw enforcement delivery model. This role has not previously existed and as such, this new section is to be built over the months and years ahead.

The General Bylaw Enforcement Section is envisioned to provide the key communication focal point that will be responsible for gathering and dispatching bylaw complaints. As the section develops, certain bylaw enforcement units will come into the division. Others will remain at arms-length. Regardless, the section will be responsible for ensuring accountability and effective delivery in bylaw enforcement throughout the corporation

### CHALLENGES

- Bylaw responsibilities are currently spread out in a distributed model throughout the corporation
- Many different budgets and funding sources current support bylaw enforcement
- Multiple types of databases and tracking systems are used
- Bylaw enforcement skill sets vary greatly across the corporation
- Currently, bylaws are sometimes hard to read and interpret
- Increased awareness via social media creates a need for the City to provide effective responses to bylaw issues
- Moving, re-aligning roles, and reporting relationships of long-term staff, requires effective change management
- New responsibilities to coordinate this section require increased resources

**PROGRAM EXPANSION**

**New Services**

<b>Customer Service Dispatch</b>	Provide and develop a single point source to route all bylaw related inquires
<b>Neighbour Friendly Bylaw Guide</b>	Develop a guide to make bylaws easy to understand and educate residents on their responsibilities
<b>Develop User Friendly Web-based interface</b>	Provide accurate bylaw information in an easy to use form that directs and dispatches calls/inquiries accordingly
<b>Consistent Delivery Model</b>	Be the liaison between all corporate bylaw groups and develop collaborative relationships as required in order to provide consistent bylaw delivery
<b>Accurate Bylaw Data Tracking</b>	Build and maintain reporting system to track calls and hotspots and effectively report out to feed improved development initiatives
<b>Policy Review and Revision</b>	Build and provide a responsive policy framework to actively maintain a current and consistent set of bylaws

**Expanded Scope**

<b>Increased Compliance Measures on Snow Clearing Bylaw</b>	New expectations to gain snow clearing compliance will require revamped protocol and resource to maintain LOS
<b>Explore Contract Service Opportunities</b>	Develop pooled bylaw inspection needs and procure contract service opportunities, where appropriate
<b>Align with Police Service and Fire Department</b>	Understand the needs of Fire and Police, and provide effective and efficient service delivery

## STRATEGIC GOALS PRIMARILY SERVED

- **QUALITY OF LIFE** → through providing clarity and support around the standards and bylaws that create a healthy community
- **ECONOMIC DIVERSITY AND PROSPERITY** → through providing appropriate compliance reviews and ensuring business can grow and thrive in harmony with the community's accepted standards
- **MOVING AROUND** → through enforcement of the traffic and right-of-way bylaws and seeking to gain compliance in an effective way
- **ENVIRONMENTAL LEADERSHIP** → through providing effective delivery of the various waste control and management bylaws
- **CONTINUOUS IMPROVEMENT** → through development of a new bylaw enforcement delivery model that utilizes tools and methods to improve efficiency and customer service

## 4 YEAR PRIORITIES

- Launch internal **Bylaw Enforcement Committee** –to be initiated in 2015
  - Bring together all areas of the corporation affected by bylaw enforcement to pool ideas and determine needs and look of a defined delivery team
- Develop and fill the role of **Customer Service Dispatch** – to be initiated in 2015
  - Develop position details and train appropriate resource.
  - Build and provide appropriate software and IT tools to effectively deliver
  - Advertise this communication focal point to streamline customer complaints
- Develop **Easy to Read Bylaw Guide** – already initiated, to be completed in 2015
  - Review and combine all bylaws in a user friendly manual to help residents to know what they are expected to do.
  - The goal will be to empower effective compliance through clear education
- Develop **Comprehensive Operating Budgets** – to be initiated in 2015
  - Review the needs of the current and future operating budgets and align them under a General Bylaw Enforcement cost centre
- Develop **Bylaw Amendment Framework** – to be initiated in 2016

- Build the dedicated team responsible to effectively avoid daily operations to focus on improve and creating new bylaws and standards
- Determine role with **Infill Policy Guidelines** – to be initiated in 2015
  - Understand the needs and shared roles with the corporation and develop proper licensing and compliance model to govern effective infill development
- Build **Contract Employee Enforcement Team** - to be initiated in 2016
  - Review simple pooled bylaw needs and develop cost effective 3<sup>rd</sup> party team, where appropriate
- Develop Bylaw **Tier-ing Model** to effectively set various LOS response times
  - Based on risk and life and safety aspects

## 10 YEAR STRATEGIES

- Ensure **effective delivery** by exploring uniformity around delivery via marketing and imaging
  - Explore consistent vehicle and attire options
- Provide **standardized training** to ensure consistent quality service and generate pride
  - Explore certification opportunities
  - Begin budgeting effectively for this provision
- Explore **centralization of enforcement unit** through effective physical locations within the city
  - Centralize office and fleet vehicle locations
- Review **the concept of precincts** to better align response times with LOS
  - Identify zones based on tracked hot-spot data
  - Secure locations for setup

## **PERFORMANCE TARGETS**

### *Success Measures*

- Immediate response time for “critical tier” bylaws
- 2 day response time for “basic tier” bylaws
- Increased year over year compliance rates due to effective communication and education
- Overall decrease in year over year infractions due to better communication and improved development standards

## **CONTINUOUS IMPROVEMENT**

The development of the General Bylaw Enforcement Section of Community Standards is a continuous improvement initiative. This initiative has been identified and explored for many years and now it the right time to implement. All of the new and expanded services defined previously comprise the entire continuous improvement initiative that this section and division will aim to provide.



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Adult Service Licensing Bylaw – Adult Entertainment Venues**

#### **Recommendation of the Committee**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

#### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated November 2, 2015, was considered.

#### **Attachment**

November 2, 2015 report of the General Manager, Community Services Department.

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## Adult Service Licensing Bylaw – Adult Entertainment Venues

### Recommendation

That the report of the General Manager, Community Services Department, dated November 2, 2015, be forwarded to City Council for information.

### Topic and Purpose

The purpose of this report is to provide information regarding recent amendments to the Saskatchewan Liquor and Gaming Authority's (SLGA) *Alcohol and Gaming Regulations Act* and to address a City Council inquiry regarding Adult Services and the impact of adult entertainment venues.

### Report Highlights

1. Recent amendments to Adult Services Licensing Bylaw, 2012, No. 9011 (ASL Bylaw) have been considered by City Council.
2. Recent amendments to SLGA Regulations prohibit striptease entertainment in licensed establishments. No licensed or unlicensed adult entertainment venues have been established in Saskatoon.

### Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Continuous Improvement through continued monitoring of City bylaws.

### Background

At its December 2, 2013 City Council meeting, Councillor Hill made the following inquiry:

“Would the Administration please report back, in approximately six months, on the impact of the Adult Services Licensing Bylaw and any potential recommendations to the bylaw if required? Please ensure the review includes all entertainment venues that are impacted or could be impacted, such as TCU, Broadway Theatre, etc.

In addition, would the Administration, in coordination with Saskatoon Police Services report on the possible creation of a local working group/committee/taskforce to monitor and provide comments on the adult service industry.”

In May 2014, the Chief of Saskatoon Police Service (SPS) submitted a report to Executive Committee entitled “Impact of Adult Services Licensing Bylaw – Adult Entertainment Venues,” noting that the bylaw has been an effective tool in enabling police to ensure that performers are of age, are not being exploited, and are working in this industry voluntarily. This report also indicated that until adult entertainment venues

were established within the community, it was difficult to determine if a taskforce was required. It also indicated that the Administration would continue to monitor this.

## **Report**

### Recent Amendments to the Adult Services Licensing Bylaw

On October 5, 2015, the Standing Policy Committee on Planning, Development and Community Services considered a report to amend the ASL Bylaw to:

- 1) extend the time frame within which the City shall either issue or deny a license. This extension will facilitate the non-resident licensing process, which typically requires a longer review and approval period;
- 2) clarify the licensing categories for transient applicants. A new licensing category will distinguish between non-resident applicants who are self-employed and those who are employed by an Adult Service Agency; and
- 3) expand enforcement options to include the ability to issue a Notice of Violation for first-time offenders. This will provide SPS with an additional tool to address bylaw infractions.

The above amendments are a result of ongoing collaboration between the Administration and SPS to monitor the effectiveness of the ASL Bylaw. This working relationship is deemed effective in monitoring bylaw matters and industry concerns.

### Amendments to Provincial Legislation Prohibit Striptease Entertainment in Licensed Establishments

On March 25, 2015, the provincial government announced a reversal of its decision to allow licensed striptease entertainment venues in the province. This decision became effective in April 2015.

The province's decision does not impact unlicensed venues (establishments which do not serve alcohol). As a result, current provisions for adult entertainment venues will remain under Zoning Bylaw No. 8770 and the ASL Bylaw to regulate unlicensed venues.

No adult entertainment venues (licensed or unlicensed) were established in Saskatoon during the period of time that provincial regulations permitted striptease entertainment in licensed venues. Monitoring of potential issues pertaining to adult entertainment venues is not deemed necessary unless unlicensed venues are established or further changes are made to provincial legislation to permit licensed venues.

With respect to potential impacts on TCU Place or similar live entertainment venues, in accordance with the new SLGA regulations, these facilities are limited to hosting one annual charity event in which alcohol is served and adult entertainment is provided. They may also continue to host adult entertainment events in which alcohol is not served. All adult entertainment performers require a license under the ASL Bylaw for these types of events.

**Options to the Recommendation**

If further action is required in the short term, the Administration would request further direction.

**Public and/or Stakeholder Involvement**

This report was prepared with input from SPS and the City Solicitor’s Office.

**Communication Plan**

A communication plan is not deemed necessary as no adult entertainment venues have been established.

**Other Considerations/Implications**

There are no policy, financial, privacy, environmental, or CPTED implications or considerations.

**Due Date for Follow-up and/or Project Completion**

The Administration will continue to monitor Adult Service regulations and provide further reports as required.

**Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

**Report Approval**

Written by: Wes Holowachuk, Planner, Business License Program  
Reviewed by: Andrew Hildebrandt, Director of Community Standards  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CS/2015/PDCS – Adult Service Licensing Bylaw – Adult Entertainment Venues/ks  
BF89-13



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Leisure Centre Market Research – Separate Pass for the Weight Room and Exercise Room**

#### **Recommendation of the Committee**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

#### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated November 2, 2015, was considered.

#### **Attachment**

November 2, 2015 report of the General Manager, Community Services Department.

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## Leisure Centre Market Research – Separate Pass for the Weight Room and Exercise Room

### Recommendation

That the report of the General Manager, Community Services Department, dated November 2, 2015, be forwarded to City Council for information.

### Topic and Purpose

In an effort to strategically increase participation and revenues at the City of Saskatoon's (City) six indoor leisure centres, Recreation and Sport commissioned a market research study conducted by Inshightrix Research Inc. (Inshightrix) in fall of 2014. This study specifically addressed price point and admission products at the leisure centres. This report provides information for consideration on a separate pass for the weight room and exercise rooms at the leisure centres.

### Report Highlights

1. Requests for separate passes for spaces, such as the weight room or exercise rooms, are typically driven by the cost per visit for that activity. With the new lower LeisureCard rates, the Administration would like to assess the impact of the new rates before undertaking to establish a separate pass for these activities.

### Strategic Goals

This initiative supports the Strategic Goal of Continuous Improvement by providing high-quality services to meet the dynamic needs and expectations of Saskatoon's citizens. This initiative also supports the Strategic Goal of Quality of Life by providing citizens access to facilities and programs that promote active living.

### Background

At its July 23, 2015 meeting, City Council resolved:

"That the Administration submit a further report in November 2015 regarding the potential of a separate leisure pass for the weight and exercise rooms at leisure centres."

Recreation and Sport operates six indoor leisure centres (Saskatoon Field House, Harry Bailey Aquatic Centre, Cosmo Civic Centre, Lakewood Civic Centre, Lawson Civic Centre, and the Shaw Centre). Admission rates for the indoor leisure centres are established to work towards achieving a cost-recovery objective, which balances the need to be fiscally responsible with providing reasonable community access to the facilities. The challenge has been, and remains, to try to achieve a balance between good business and what is good for the community.

Recognizing that participation in leisure activities is essential to the wellbeing of individuals and the community as a whole, the pricing strategies and admission rates

are established in accordance with Leisure Services Fees and Charges Policy No. C03-029 and framed around four key objectives:

- a) that those who benefit from City-sponsored leisure services pay a fair and equitable share of the cost of such services;
- b) that the City's fees and charges do not discourage the delivery of leisure activities by outside organizations;
- c) that fees and charges are not counterproductive to program objectives; and
- d) that participation in leisure activities is enjoyed by all residents, including the economically disadvantaged and individuals with special needs.

At its November 7, 2011 meeting, City Council confirmed that the long-term cost-recovery objective for admissions remains at 65% and over the past number of years, this cost-recovery objective has not been realized (see Attachment 1). It is important that cost recovery be achieved by narrowing the gap between revenues and expenses, balanced with achieving a quality of life through maximum participation in recreation and leisure pursuits.

In spring of 2014, a comprehensive market research study was undertaken to better understand Saskatoon residents' opinions, perceptions, and expectations of leisure centre offerings. The primary results of that survey indicated that price was the main deterrent from visiting leisure centres.

A follow-up market survey was conducted in the fall of 2014 to:

- a) understand the price sensitivity (elasticity) and impact of different pricing structures for leisure centres;
- b) gain customer input regarding the leisure centres and their current price structure; and
- c) develop price structure recommendations.

On September 1, 2015, the LeisureCard single monthly adult rate reduction, from an average of \$62 per month to a flat rate of \$45 per month, was implemented. By implementing a \$45 monthly adult LeisureCard and a \$90 family LeisureCard, participation rates and revenues are projected to increase over the next three years by approximately \$1,106,000 and by 36,000 in volumes.

## **Report**

### **Leisure Centre Weight Room and Exercise Room Only Pass**

Leisure Centres offer a broad range of drop-in programming, such as fitness and aqua fitness classes, weight room fitness, walking tracks, drop-in basketball, drop-in racquet ball, etc. Each of these programs or activities has a certain level of overhead costs, with some having more than others. Our practice has been, instead of placing a value on each specific program or activity space and charging a different admission rate for each specific program, a variety of admission products and packages have been developed (e.g. LeisureCard, bulk tickets, and daily admission) to ensure a range of options, for the price per visit, are available. This method allows for the allocation of

revenues and expenses city-wide and helps in achieving the overall cost-recovery objective for the leisure centres.

Requests for activity-specific rates or passes have typically been driven by the price point for the cost to access an activity space. Over the years, the Administration has had various participants ask about activity-specific passes. For example, early morning lane swimmers at the aquatic facilities who come at a low usage time and only participate, on average, 45 minutes per visit, or the runners at the Saskatoon Field House, who for many seasons of the year run outside and only use the change rooms.

To gain a better understanding of the possible admission products based on activities and the potential impact on participation rates, the comprehensive market study asked questions to measure respondents' interest in amenities offered at the Leisure Centres (e.g. swimming pool, hot tub, weight room, indoor track, gymnasium, etc.). The research was analyzed based on a daily rate for activities offered in either the aquatic areas or the non-aquatic areas of the facility. While the analysis was based on a daily rate, it is reasonable to draw a comparison to the other admission products.

Based on the responses about amenity preferences, the data indicated there would not be an increase in volumes of participants if admission products were based on fitness only or aquatic only programs or activities. Further, any decrease in admission rates for specific activities would require a corresponding increase in volumes in order to achieve the required revenue to continue working towards achieving the cost-recovery objective.

While the notion of providing an activity-specific admission rate is possible, there would need to be consideration for protocols, with either technology to access the spaces, patron identification supplies (i.e. wrist bands), or staffing supports for monitoring where patrons are going within the facility, based on the leisure pass they have purchased. Knowing that the price per visit is the primary reason behind the request for an activity-specific pass, the recent implementation of the newly reduced LeisureCard rates may help address the number of requests for activity-specific passes, without having to develop a new pass. The Administration would like to have the opportunity to first assess the impact of the newly reduced LeisureCard rate and fully determine the impact on volumes and revenues before undertaking a new activity-specific admission product.

### **Other Considerations/Implications**

There are no options, policy, financial, environmental, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

The Leisure Centre Annual Report, submitted in spring of 2016, as well as quarterly reporting, will provide information on the leisure centre admission strategy.

### **Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

**Attachment**

1. Cost-Recovery Objectives

**Report Approval**

Written by: Nancy Johnson, Facility Supervisor – Programs, Recreation and Sport  
Reviewed by: Lynne Lacroix, Director of Recreation and Sport  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/RS/2015 – Leisure Centre Market Research – Separate Pass for the Weight Room and Exercise Room/ks  
BF 065-15

## Cost-Recovery Objectives

### Excerpt from Leisure Services Fees and Charges Policy No. C03-029 User Fee Rates

User fees for City-sponsored leisure programs will be set at levels that reflect the purpose, value, and quality of the service provided, as well as targeted participation/spectatorship levels. Consideration will be given to the impact such fees may have on comparable private sector services.

General Admission Programs shall be set to recover 65% of the total cost of providing the service.

<b>Cost-Recovery Target/Results 2010 to 2014</b>						
	<b>Target</b>	<b>Results</b>				
		2010	2011	2012	2013	2014
Admission and Drop-In Program	65.0%	60.9%	60.8%	62.7%	58.5%	56.4%
Rental Program	70.0%	66.7%	68.5%	68.6%	72.8%	74.2%
Children's Registered Program	85.0%	82.0%	86.1%	88.1%	92.6%	92.4%



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Funding for Major Festivals**

#### **Recommendation of the Committee**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

#### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated November 2, 2015, was considered.

#### **Attachment**

November 2, 2015 report of the General Manager, Community Services Department.

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## Funding for Major Festivals

### Recommendation

That the report of the General Manager, Community Services Department, dated November 2, 2015, be forwarded to City Council for information.

### Topic and Purpose

The purpose of this report is to respond to a City Council inquiry on options to bolster the funding for Major Festivals in Saskatoon, within the context of the overall grants funding process.

### Report Highlights

1. The City of Saskatoon's (City) Culture Grant Program funds five Major Cultural Festivals in addition to eleven other organizations in the Major Arts Institutions and Major Heritage or Museum Institutions categories. The Culture Grant Program provides support through a combination of grant dollars, tax abatements, and in-kind civic services.
2. A 2014 mid-sized city study comparing Saskatoon's cultural investments with other cities ranks Saskatoon as second overall in annual investment, at \$32.36 per capita, and sixth out of seven in terms of grants to community cultural organizations, at \$3.17 per capita.
3. In 2016, the Administration is planning a review of the Culture Grant Program that will include potential options for increasing support to festivals.

### Strategic Goal

This report supports the City's Strategic Goal of Quality of Life, specifically the long-term strategies of implementing the Municipal Culture Plan, and supporting community-building through direct investment, community development expertise, and support to volunteers on civic boards, committees, and community associations.

### Background

The following inquiry was made by Councillor E. Olauson at the meeting of City Council held on July 23, 2015:

"Would the Administration please report, through the Standing Policy Committee on Planning, Development and Community Services, on options to bolster the funding for major festivals in Saskatoon, within the context of the overall grants funding process."

Since the Culture Grant Program was created in 1997, a number of changes and exceptions to policy have been approved to address the realities for several cultural organizations. The 2011 Culture Plan identified the creation of a cultural investment strategy within the cultural sector as one of the key strategies to focus on in building

## Funding for Major Festivals

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long-term stability within the cultural sector in Saskatoon. With these in mind, the Administration completed a full review of the Culture Grant Program in 2013 and recommended changes to aspects of the program related to eligibility and allocation of grant funds.

At its October 15, 2013 meeting, the Planning and Operations Committee approved the following revisions to the Culture Grant Program:

- a) the funding formula was adjusted to separately account for the donation of civic services, tax abatements, and annual revenues;
- b) the cash component of the Culture Grant Program is proportionately allocated to four program components, and within each program component, the funding is divided evenly among the similar organizations within that program component. The allocation to the four program components is as follows:
  - i) 55% – Major Arts Institutions;
  - ii) 28.5% – Major Festivals;
  - iii) 14% – Major Heritage or Museum Institutions; and
  - iv) 2.5% – Cultural Participation;
- c) the Cultural Participation allocation will be dedicated to Creative Kids.

At its November 4, 2013 meeting, City Council adopted the recommended policy revisions.

### Report

#### The City's Culture Grant Program Funds Five Major Festivals

The City's Culture Grant Program provides annual operating funding to major cultural organizations (Arts Institutions, Festivals, and Heritage or Museum Institutions) in recognition of the contribution they make to the quality of life in Saskatoon and their role in providing major cultural activities for Saskatoon residents and visitors.

The Culture Grant Program provides support through a combination of grant dollars, tax abatements, and in-kind civic services. Major Festival organizations in the Culture Grant Program receive a combination of support in the form of grant dollars and in-kind civic services. See Attachment 1 for a breakdown of Culture Grant Program support in 2015.

#### A 2014 Mid-Sized City Study Comparing Saskatoon's Cultural Investments with Other Cities Ranks Saskatoon as Second in Overall Annual Investment

In order to understand how Saskatoon compared to other Canadian cities, the City participated in a seven-city study measuring municipal cultural investments for the years 2009 to 2012, as a benchmarking exercise. Over the four-year study period, Saskatoon ranked:

- a) second only to Edmonton in overall annual investment, at \$32.36 per capita;
- b) first overall in terms of operating expenditures, at \$26.23 per capita;

## Funding for Major Festivals

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- c) sixth out of seven in terms of grants to community cultural organizations, at \$3.17 per capita; and
- d) fourth in terms of capital investments, at \$5.96 per capita.

This benchmarking provided valuable information on which areas of cultural investment by the City are favourable on a national playing field and which areas have room for growth.

### Proposed Review of the Culture Grant Program in 2016

The Administration is planning a review of the Culture Grant Program in 2016. The Administration will be considering:

- a. A full review of the current level of support for grants in culture and the distribution of the funding among the four program components.
- b. A review of the level of in-kind civic services to Major Festivals. Festivals benefit from civic services and infrastructure support. Many civic services, such as street closures and garbage provisions, are granted through in-kind contributions as part of the Provision of Civic Services Program. The special events processes and provisions of civic services is currently under review and recommendations regarding best practices and funding, including supports to festivals, will be provided for 2017 budget deliberations.
- c. Enhancing festival site infrastructure. Developing infrastructure for festival-specific parks could be beneficial in the long term. The Saskatchewan Jazz Festival, for example, brings in power for programming in Friendship Park at a cost of about \$20,000 per year. There is no outdoor power hook up currently available in that location. As the festival sites at Kinsmen Park and Victoria Park continue to be developed, consideration could be given to providing adequate power, water, walkways, and washroom facilities.

### **Financial Implications**

Financial implications resulting from a 2016 review of the Culture Grant Program will be brought forward for consideration during the 2017 budget deliberations.

### **Other Considerations/Implications**

There are no options, policy, environmental, privacy, or CPTED implications or considerations; a communication plan is not required at this time.

### **Due Date for Follow-up and/or Project Completion**

Should changes to support for Major Festivals be required, they would be implemented as funding and/or policy changes are approved.

### **Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

**Attachment**

1. 2015 Culture Grant Program Awards

**Report Approval**

Written by: Kathy Allen, Arts and Grants Consultant, Community Development  
Reviewed by: Lynne Lacroix, Director of Community Development  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CD/2015/PDCS – Funding for Major Festivals/lc  
BF 61-15

## 2015 Culture Grant Program Awards

	Cash Component	Tax Credits	Total Support Approved
<b>Major Arts Institutions Category A</b>			
Persephone Theatre	\$60,000.00	\$146,518.84	\$206,518.84
Saskatoon Symphony Society	\$60,000.00		\$60,000.00
<b>Major Arts Institutions</b>		<b>Tax Credits</b>	
Friends of the Broadway Theatre	\$18,179.17	\$26,235.23	\$44,414.40
La Troupe du Jour	\$18,179.17	\$24,635.59	\$42,814.76
PAVED Art and New Media	\$18,179.17	\$4,113.09	\$22,292.26
Saskatchewan Craft Council	\$18,179.17	\$15,363.88	\$33,543.05
Saskatchewan Native Theatre Company	\$18,179.17		\$18,179.17
Saskatoon Jazz Society	\$18,179.17		\$18,179.17
<b>Major Heritage or Museum Institutions</b>		<b>Tax Credits</b>	
Diefenbaker Canada Centre	\$19,436.67		\$19,436.67
Ukrainian Museum of Canada	\$19,436.67	\$51,045.93	\$70,482.60
Western Development Museum	\$19,436.67		\$19,436.67
<b>Major Festivals</b>		<b>Services In-Kind</b>	
25 <sup>th</sup> Street Theatre	\$23,740.50	\$16,980.06	\$40,720.56
N.S.I. Children's Festival	\$23,740.50	\$2,522.16	\$26,262.66
Saskatchewan Jazz Festival	\$23,740.50	\$7,436.70	\$31,177.20
Saskatoon Folkfest	\$23,740.50	\$1,529.92	\$25,270.42
Shakespeare on the Saskatchewan Festival	\$23,740.50	\$2,473.74	\$26,214.24
<b>Cultural Participation</b>			
Creative Kids	\$10,412.50		\$10,412.50
<b>TOTAL</b>	<b>\$416,500.03</b>	<b>\$298,855.14</b>	<b>\$715,355.17</b>



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **2015 Prepaid Servicing Rates (Direct and Offsite)**

#### **Recommendation of the Committee**

That the 2015 Prepaid Service Rates be approved, as submitted under Attachment 1 of the November 2, 2015 report of the General Manager, Transportation & Utilities Department.

#### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Transportation & Utilities Department, dated November 2, 2015, was considered.

#### **Attachment**

November 2, 2015 report of the General Manager, Transportation & Utilities Department.

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## 2015 Prepaid Servicing Rates (Direct and Offsite)

### Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

That the 2015 Prepaid Service Rates be approved, as submitted under Attachment 1.

### Topic and Purpose

This report is to obtain City Council approval for the 2015 Prepaid Service Rates and to report on the timing of obtaining approval of the rates.

### Report Highlights

1. The Land Development section of the Transportation & Utilities Department reviews and recommends rates for the installation of services on non-serviced land. The net overall effect for the 2015 year will be an increase of 1.4% for the residential prepaid service rates. Of this change, the net effect that impacts private developers that may utilize City direct rates is also an increase of approximately 1.4%.
2. The Developers discussed when the most appropriate time was to bring the Prepaid Service Rates forward for approval. The consensus was to continue to approve the rates later in the year, but to update the Developers during the year at scheduled Developer Liaison meetings as to any significant upcoming rate changes.

### Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability as it will assure that the City is recouping the cost of constructing municipal services on new land.

### Background

The City of Saskatoon's financial source of revenue for the construction of infrastructure in new areas within the city is the prepaid service rates. The prepaid service rates were established on the premise that new development should pay the cost of the services provided. City Council has resolved that general revenues are not to be used to fund the services covered by these rates.

The prepaid rates are divided into two major servicing categories: direct services, which benefit the frontage of new property; and offsite services, which benefit the neighbourhood or catchment area as a whole.

## 2015 Prepaid Servicing Rates (Direct & Offsite)

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The Administration has prepared the rates with the understanding that shortfalls may be absorbed in the following year's process. The risk in this method is the possibility of a following year where limited construction is forecasted but shortfalls are evident. To mitigate this potential problem, the Administration attempts to wait for a considerable cross section of tenders to be awarded in order to arrive at a reasonable overall prepaid service rate. This was very evident this year as large fluctuations occurred in commodities utilized in the land development process, as well as changes in City standards which precluded the rates from being set earlier.

The prepaid service rates were last approved on November 24, 2014. The Land Development section has reviewed the actual 2014 costs of land developed by the City, as well as the 2015 tenders received to date and changes in standards, in order to establish the proposed 2015 direct and offsite service rates.

The proposed rates were discussed and received by Saskatoon Land, Asset & Financial Management Department, as well as with the Developers Liaison Committee.

If City Council continues the policy, whereby, new development funds the entire cost of servicing new development, the proposed rate increases are required to meet projected and actual expenditures. The present rates do not reflect the cost of interest or carrying costs.

### **Report**

The Developers at the most recent meeting of the Developers Liaison Committee were posed the question of whether they were in favour of a system whereby the Prepaid Service Rates would be approved early in the year. The discussion revolved around timing and accuracy. The sooner the rates are approved the less accurate they become. This is due to a lack of information to analyse, ramification of changes in engineering standards not tendered, the market place and ultimately a catch up period in the following year which may not affect all developers fairly depending on the amount of land they are servicing. The City has a larger number of rates than most municipalities. A change in the setting of the rates would also result in additional administration time to reallocate collected revenues, re-analyse rates and adjust future rates appropriately. An earlier system would reduce uncertainty, as developers would have knowledge of a fixed rate at the beginning of the year. The risk of setting incorrect rates, especially given a combination of many factors which has been exasperated by volatile energy prices both up and down, changes in standards and the evolving market place did not justify the change in timing. The committee did establish that changes that are known prior to the setting of the rates be communicated to the Developers earlier so they can plan for the ultimate rate change more readily in the year. The committee agreed that the rate approval process and timing stay the same; however, the committee will establish additional meeting times during the year where upcoming significant changes that are known will be discussed.

## 2015 Prepaid Servicing Rates (Direct & Offsite)

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The City has awarded a majority of the planned tenders for construction of various services in 2015. This year's program will eventually entail awarding tenders for the partial direct servicing of 183 residential lots in the Kensington and Elk Point neighbourhood; continued offsite service construction in various areas; as well as servicing within the Marquis Industrial area. Other direct service construction includes road and utility work not completed from 2014 contracts in the Aspen Ridge and Kensington neighbourhoods. Offsite service tenders will include Trunk Sewer and Pond construction within Aspen Ridge and Elk Point, and arterial road construction along both McOrmond Drive south of College Drive and Zimmerman Road north of Highway 16.

The net effect is a significant construction program with expected land development costs totalling \$85 million.

The offsite levies comprise services that are common to the entire neighbourhood or geographical catchment area. These services usually benefit a number of neighbourhoods and are derived from studies that encompass very large piping and roadway systems. The majority of the tenders have been awarded this year, and the cost analysis of these tenders, including information on construction costs from last year, are the basis for the prepaid service rates. The net overall inflationary pressures for new development have moderated in 2015. Oil and gas prices including diesel fuel, which is a major component within the rates, has decreased as verified by average Statistics Canada Industry Price Indexes. Contract unit prices, as reviewed within tenders, are either fairly consistent or lower in many instances from last year's levels. It is assumed that contract prices will stay fairly constant through most of the tendering process until capacity issues result in contract prices exceeding normal pricing patterns. Within the analysis of individual rates, changes have occurred. The main difference in the prepaid service rates for 2015 has been the analysis and inclusion of additional costs for structural differences in the construction of arterial roadways and interchanges. These changes will require an adjustment to the prepaid rates (Attachment 1).

Following is a brief breakdown of the various services covered under the direct and offsite rates (see Attachment 2 for complete details).

### Water and Sewer Servicing

It is recommended that the general construction rate change by the following percentages, with similar changes noted within Attachment 1 for other zoning classifications:

Water and Sewer Mains	0.0%
Water and Sewer Connections	0.0%
Trunk Sewers	1.0%
Primary Water Mains	-1.4%
Lift Stations	0.0%

## 2015 Prepaid Servicing Rates (Direct & Offsite)

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### Roadways

The net effect on the prepaid service rates for this category is as follows:

Grading	0.0%
Buffers	-1.0%
Sidewalks and Curbing	-0.8%
Paving	3.0%
Arterial Roadways	7.7%
Interchanges	4.7%
Lanes	13.5%

### Utilities

The recommended change to the utility rates is as follows:

Street Lighting	1.8%
Gas Servicing	0.0%
Underground Electrical Servicing	0.0%

### Administration

The servicing fees for the administration of the land development program are increased each year in tandem with the changes to the standard collective agreement and the car allowance rate, where applicable. For 2014, the change is between 2.1% and 2.6%.

### Parks and Recreation Levy, Community Centres

The Parks and Recreation Levy is a significant portion of the total offsite levies and is submitted as a separate report from the Community Services Department. The inclusion within this report is to illustrate completeness of the prepaid service rate schedule.

The levy for community centres has been implemented as a separate charge per residential neighbourhood, calculated on a front metre basis for all saleable property. This levy will also be reported on by the Community Services Department.

### **Options to the Recommendation**

One option would be to phase in the change in the rates. The Administration does not recommend this method as all costs for the various reserves would not be recouped for the 2015 program.

A second option would be to not change the prepaid rates. The Administration does not recommend this as it would increase pressure on the mill rate; prepaid service rates are expected to reflect the current cost of construction wherever possible; and a higher-than-normal increase would be required for next year's rates.

### **Public and/or Stakeholder Involvement**

Public meetings are not held for the setting of the rates.

**Communication Plan**

A communications plan to the public is not required. The rates were brought forward and received at a recent Developers Liaison Committee meeting.

**Financial Implications**

The financial impact of increasing the prepaid rates is to ensure the costs to prepare serviced lots for sale in Saskatoon is in equilibrium with the revenue generated from the sale of these lots. The overall prepaid service rates for the recovery of costs for residential property will change by 1.4%.

**Environmental Implications**

There are no environmental implications in changing the prepaid service rates. The process of servicing land has negative greenhouse gas emission implications. The overall environmental impacts of development have not been quantified at this time.

**Other Considerations/Implications**

There are no policy, privacy or CPTED considerations or implications.

**Due Date for Follow-up and/or Project Completion**

The rates are approved by City Council each year and will be reviewed and presented again in one year.

**Public Notice**

Public Notice, pursuant to Section 3 of Policy C01-021, Public Notice Policy, is not required

**Attachments**

1. 2015 Prepaid Service Rates
2. 2015 Prepaid Service Rate Evaluation

**Report Approval**

Written by: Daryl Schmidt, Land Development Manager  
Reviewed by: Shelley Korte, Director of Business Administration  
Reviewed by: Celene Anger, Director of Construction & Design  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

PDCS DS - 2015 Prepaid Servicing Rates (Direct & Offsite)

## SCHEDULE I

## 2015 RESIDENTIAL PREPAID SERVICE RATES

Application:

All lots and/or parcel having an area less than 1,000 square metres and zoned R1, R1A, R1B, R2, RMHC, RMHL, R2A, RM1, RM2. RMTN, RMTN1 < 40 metres in depth.

Cost Per Front Metre:

	2014 Final Rates	Proposed 2015 Rates	% Change
<b>Direct Services:</b>			
1. Water Mains, Sanitary Sewer Mains, and Storm Sewer Mains	\$1,426.65	\$1,426.65	0.0
2. Grading	435.65	435.65	0.0
3. Sidewalks	410.00	406.60	-0.8
4. Paving	901.75	928.90	3.0
5. Street Lighting	76.35	77.70	1.8
Subtotal Direct Services	3250.40	3275.50	0.8
<b>Offsite Services:</b>			
1. Trunk Sewer Levy	561.45	566.85	1.0
2. Primary Watermain Levy	157.15	154.90	-1.4
3. Arterial Road Levy	519.45	559.20	7.7
4. Interchange Levy	95.10	99.60	4.7
5. Parks and Recreation Levy	388.00	395.70	2.0
6. Buffers	38.95	38.55	-1.0
7. Signing and Signals	16.80	16.90	0.6
8. Fencing	11.75	11.75	0.0
9. Planning	15.50	15.90	2.6
10. Municipal Administration	11.25	11.55	2.7
Subtotal Offsite Services	1815.40	1870.90	3.1
<b>TOTAL</b>	<b>\$5,065.80</b>	<b>\$5,146.40</b>	<b>1.6</b>
<b>Others: (Where Applicable)</b>			
1. Water and Sewer Connection (per lot)	\$4,091.50	\$4,091.50	0.0
2. Lift Station Levy (where applicable)	96.00	96.00	0.0
3. Inspection (Private Development)	19.10	19.50	2.1
4. Long Term Warranty	17.25	17.25	0.0
5. Lanes (Where Applicable)	242.20	274.90	13.5
6. Telephone/Gas (per City lot)	1406.00	1406.00	0.0
7. Electrical Servicing (per lot)	1790.00	1790.00	0.0
8. Servicing Agreement Fee	2382.00	2445.00	2.6
9. Community Centres (per neighbourhood)			

**SCHEDULE II**

**2015 INSTITUTIONAL, COMMERCIAL AND SCHOOL**

**PREPAID SERVICE RATES**

Application:

All lots and/or parcels zoned M1, M2, M3, M4, MX, B1A, B1, B2, B3, B4, B5, B6, DCD1, B1A, B1B, B4A, B5B, B5C, B1, B2, B3, B4, B5, B6, RA. RMTN, RMTN1 > 40 metres in depth.

All lots having an area greater than 1,000 metres and zoned R1, R1A, R2, R2A, RMHC, RMHL, RM1, RM2, RM3, RM4, RM5, AG, FUD, APD, PUD, PPD.

All lots and/or parcels zoned contract zoning and located in a Residential, Commercial or Institutional Subdivision.

Cost Per Front Metre:

	2014 Final Rates	Proposed 2015 Rates	% Change
<b>Direct Services:</b>			
1. Water Mains, Sanitary Sewer Mains, and Storm Sewer Mains	\$1,742.40	\$1,742.40	0.0
2. Grading	570.30	570.30	0.0
3. Sidewalks	698.00	692.15	-0.8
4. Paving	2147.20	2147.20	0.0
6. Street Lighting	87.80	89.35	1.8
Subtotal Direct Services	5245.70	5241.40	-0.1
<b>Offsite Services:</b>			
1. Trunk Sewer Levy	790.25	797.85	1.0
2. Primary Watermain Levy	157.15	154.90	-1.4
3. Arterial Road Levy	519.45	559.20	7.7
4. Interchange Levy	190.20	199.15	4.7
5. Parks and Recreation Levy	388.00	395.70	2.0
6. Buffers	38.95	38.55	-1.0
7. Signing and Signals	16.80	16.90	0.6
8. Fencing	11.75	11.75	0.0
9. Planning	15.50	15.90	2.6
10. Municipal Administration	11.25	11.55	2.7
Subtotal Offsite Services	2139.30	2201.45	2.9
<b>TOTAL</b>	<b>\$7,385.00</b>	<b>\$7,442.85</b>	<b>0.8</b>
<b>Others: (Where Applicable)</b>			
1. Lift Station Levy (where applicable)	\$96.00	\$96.00	0.0
2. Inspection (Private Development)	19.10	19.50	2.1
3. Long Term Warranty	17.25	17.25	0.0
4. Lanes (Where Applicable)	242.20	274.90	13.5
5. Servicing Agreement Fee	2382.00	2445.00	2.6
6. Community Centres (per neighbourhood)			

**SCHEDULE II - Continued**

Notes:

- a) Parcels over 60 metres in depth.

Charges are assessed on an area basis at the rate of 169 front metres per hectare for underground services, area grading, arterial roads, interchanges and the parks & recreation levy.

Area rate:  $169 \times \$4,419.50 = \$746,895.50$  per hectare.

- b) School property is assessed for prepaid services at the same rates as Institutional and Commercial for all items except the Trunk Sewer Levy. The trunk Sewer Levy rate for schools is the same as the Residential Trunk Sewer Levy, therefore:

1) For parcels less than 60 metres in depth, the total rate for underground services, area grading, arterial roads, interchanges, and parks and recreation is \$4,188.50 per front metre.

2) For parcels greater than 60 metres in depth, the total rate for underground services, area grading, arterial roads, interchanges, and parks and recreation is  $169 \times \$4,188.50 = \$707,856.50$  per hectare.

- c) Water and Sewer Service connection costs are not included. The owner is responsible for installation of the required connections at his own expense.

- d) Institutional, Commercial and School Buildings are subject to a connection fee based on calculated electrical demand.

**SCHEDULE III**

**2015 INDUSTRIAL PREPAID SERVICE RATES**

**PREPAID SERVICE RATES**

Application:

All lots and/or parcels zoned IL1, IL2, IL3, IB, IH, IH2, AM, AG, FUD, DCD2.

All Lots and/or parcels zoned contract zoning and located in an Industrial Subdivision.

Cost Per Front Metre:

	2014 Final Rates	Proposed 2015 Rates	% Change
<b>Direct Services:</b>			
1. Water Mains, Sanitary Sewer Mains, and Storm Sewer Mains	\$1,441.35	\$1,441.35	0.0
2. Grading	610.75	610.75	0.0
3. Curbing & Boulevards	211.70	211.70	0.0
4. Paving	1574.45	1574.45	0.0
5. Street Lighting	79.65	81.00	<u>1.7</u>
Subtotal Direct Services	3917.90	3919.25	0.0
<b>Offsite Services:</b>			
1. Trunk Sewer Levy	1131.90	1233.80	9.0
2. Primary Watermain Levy	235.70	235.70	0.0
3. Arterial Road Levy	561.75	604.45	7.6
4. Interchange Levy	123.65	129.45	4.7
5. Parks Levy	40.38	40.38	0.0
6. Buffers	7.70	7.70	0.0
7. Street Signing and Traffic Controls	13.75	14.25	3.6
8. Fencing	11.75	11.75	0.0
9. Planning	18.70	19.20	2.7
10. Municipal Administration	11.25	11.55	<u>2.7</u>
Subtotal Offsite Services	2156.53	2308.23	<u>7.0</u>
<b>TOTAL</b>	<b>\$6,074.43</b>	<b>\$6,227.48</b>	<b>2.5</b>
<b>Others: (Where Applicable)</b>			
1. Lift Station Levy (where applicable)	43.15	43.15	0.0
2. Inspection (Private Development)	26.90	27.45	2.0
3. Long Term Warranty	23.00	23.00	0.0
4. Lanes (Where Applicable)	242.20	274.90	13.5
5. Servicing Agreement Fee	2382.00	2445.00	2.6

**SCHEDULE III - Continued**

Notes:

- a) Water and Sewer Service connection costs are not included. The owner is responsible for installation of the required connections at his own expense.
- b) Industrial buildings are subject to a connection fee based on calculated electrical demand for electrical service.
- c) Lots over 88 Metres in Depth (underground)

Charges are assessed on an area basis at the rate of 113 front metres per hectare for underground services, area grading, arterial roads, interchanges and the parks levy.

Area rate:  $113 \times \$4,295.88 = \$485,434.44$  per hectare.

## 2015 – Prepaid Service Rate Evaluation

### Water and Sewer Servicing

#### Water and Sewer Mains, Trunk Sewers, Primary Water Mains and Lift Stations

- 1) Water, Sewer Mains and Service Connections – Three tenders have been awarded within the residential neighbourhoods of Elk Point, Aspen Ridge and Rosewood. In addition, 2014 contracts that were started but not completed in the Marquis Industrial and Aspen Ridge area were also analysed. There has been a high level of interest shown towards these projects with up to seven contractors bidding. Most unit prices were within a narrow band and inflation was subdued. No major changes were implemented in 2015 to our water and sewer standards and unit prices were very stable. The net result was that no increase was warranted and the rate will remain the same in 2015.
  
- 2) Trunk Sewers and primary Watermains – Primary watermains are currently being constructed within the Marquis Industrial Area north of 71<sup>st</sup> Street. Primary water mains include the larger piping systems that serve entire neighbourhoods, typically equal or greater than 400 mm in size. Primary water mains have, in most cases, lagged initial development and may include a variety of components that are not necessarily utilized consistently for each job, such as pumped drain structures or concrete bulkheads. A common component is piping, however, this can also vary between sizes, material type, construction required through pavement structures or undeveloped land. Depending on the size and the length of individual pipes needed in any one contract, different types of piping materials are utilized.

Trunk sewers have been tendered this year in the Aspen Ridge and Elk Point area. Within the Administration's studies, sanitary and storm sewer piping comprises 74.7% of the trunk sewer levy cost. The remaining 25.3% of the levy funds storm ponds, where the primary cost is the excavation of large amounts of earth material. From an evaluation of prices, an estimate for trunk sewer pricing was derived. This information, along with information from Statistics Canada for items included for these types of projects used during construction, derived a small modification of the trunk sewer rate for 2015. A change is necessary in the Trunk Sewer levy of 1.0% and -1.4% in the Primary Watermain levy.

- 3) Lift Stations – This is a smaller levy that funds the construction of lift stations within specific neighbourhoods that utilize lift station services. Additional costs identified during the progress in construction of the current lift station in Aspen Ridge resulted in an increase in 2014, however, no further increase is required.

Taken as a whole, the net price change for various services and calculated frontages has resulted in an adjustment for 2015. It is recommended that the general construction

rate change by the following percentages, with similar changes noted within Attachment 1 for other zoning classifications:

Water and Sewer Mains	0.0%
Water and Sewer Connections	0.0%
Trunk Sewers	1.0%
Primary Water Mains	-1.4%
Lift Stations	0.0%

## **Roadways**

### **Grading, Sidewalks, Paving, Lanes, Buffers, Fencing and Arterial Roadways**

This year the City's road building program has included 13,000 metres of sidewalk and curbing, compared to an impressive 40,000 metres in 2014. The 2015 program will again be balanced between residential/industrial direct servicing and arterial roadways. This year, the main projects include construction on McOrmond Drive and Zimmerm Road, as well as residential sidewalk and roadway construction in Kensington, Aspen Ridge and Marquis Industrial. All of the roadwork that was planned for 2015 has now been awarded. Areas of noted significance are as follows:

- 1) Grading and Buffers – This component involves the excavation, transportation and placement of large quantities of dirt to facilitate the overall drainage pattern within a development area. In the late fall of 2014 a large Storm Pond/Area Grading contract was awarded in Elk Point and Marquis Industrial. Other contracts followed in Aspen Ridge in 2015. In total, the proposed work includes the excavating and moving of over 495,000 cubic metres of material versus 569,000 cubic metres in the year before. The main component utilized within this area is diesel fuel, which was lower on a year-over-year basis. For the last number of years, the City has experienced unit price increases for the stripping of topsoil and excavation of material, but in 2015 unit costs appeared in a more narrow band overall. Prices have fluctuated from between \$5.10 and \$9.00 per cubic metre as opposed to last year where the range was \$4.48 to \$10.00. The net result is that we are comfortable with leaving the rate at its current level after considering frontage and rock excavation.

The main components within the Buffer levy are berming which also utilizes the movement of earth material and fine grade and seeding. As noted previously, excavation costs have stabilized. Fine grade and seeding from last year are relatively the same, while berming costs decreased based on values pertaining to embankment costs, however, frontage was favourable as a percentage of the square metres of buffers required in some of the new neighbourhoods. The net effect will be a decrease of -1.0%.

- 2) Sidewalk and Curbing – This service is normally tendered as part of the overall roadway contract. Prices as reported last year have been very competitive and the rate itself has not increased since 2012. Different components are included within residential versus multi-family/commercial areas, which are then blended

together in arriving at a rate for each classification. As a result, the multi-family/commercial rate, used primarily in suburban areas and on collector roadways, is traditionally 1.7 times greater in cost than the residential rate. In 2015, the expected ratio of construction between the more expensive separate walk and curb collector street application versus the less expensive local combined walk and curb was lower than normal. When this occurs, as in this year, amounts are applied to normalize the amount of each sidewalk component. In addition, overall unit prices have been very stable in 2015 and the effect will be to slightly decrease the residential walk and curb rate that has now been held steady for the last three years.

- 3) Paving, Lanes, Arterial Roadways and Interchanges – Unit prices from two direct service tenders and two arterial roadway tenders were used to arrive at the arterial roadway rate and paving rates, as well as an analysis of frontage from various neighbourhoods.

As with sidewalks mentioned previously, an analysis was performed and costs were again averaged between local residential roadways and multi-family/commercial rates. The amount of multi-family/commercial roadways constructed this year, as a ratio to narrower residential roads, is lower than the historical average and will result in additional costs being applied. Prices have dropped for residential and commercial properties as well as arterial roadways. The structure for roadways, however, has been modified to not only mitigate the problems encountered previously due to wet conditions, but also increase the useful life of the City's roadways. This change in standard was approved by City Council in the fall of 2014 with the adoption of New Pavement Design Guidelines effective for all new contracts in 2015. These guidelines incorporate the standards set by the American Association of State Highway & Transportation Officials (AASHTO) in their 1993 Guide for Design of new Pavement Structures. The main difference between roadway calculated rates from previous years is that we are now custom designing our pavement structures based on the parameters within the new guidelines. Structures have been increased and the City will be integrating a two lift pavement design on all local roadways and rear lanes, as well as a three lift pavement design on arterial roadways. Structural change analysis based on 2014 unit prices was conducted early in 2015 with a comparable contract in an identical neighbourhood. The result was a projected increase of 32%. Offsetting the expected increase at that time was a significant drop in the actual unit prices that occurred later in the year when tenders were actually awarded. This was precipitated by lower oil and other commodity prices as well as a smaller number of tenders. The net result was a much lower increase than originally anticipated.

Similar results were experienced when both the Zimmerman and McOrmond roadway were tendered later in the summer of 2015. These roadways will receive a structure of approximately one metre of road material as well as three lifts of asphalt totalling 160mm. Both of the arterial roadways were tendered with a roadway structure that was 25% greater on average than an analysis of the

arterial roadways constructed in the last 3 years. Subsequent lower unit prices within the tenders allowed for a much smaller increase. These increased structures will cost more in initial capital cost than previous roadways, however, the expected decrease in maintenance costs and added longevity have been previously recommended.

The interchange levy is one source of funding for the construction of interchanges where the construction benefits new land development. Additional concrete and earthwork information together with frontage analysis from the five existing sectors was conducted. The net result, after also analysing revenues and costs to date, is an adjustment to the global interchange rate. Within the Administration’s study areas, costs have been extrapolated to determine a projected value for nine interchanges identified as requiring funding from the interchange levy. It was decided that an increase was warranted in the rate of 4.7%. The current City traffic model is planned to be studied further in 2016 to update the amount of traffic generated from future growth.

The net effect on the prepaid service rates for this category is as follows:

Grading	0.0%
Buffers	-1.0%
Sidewalks and Curbing	-0.8%
Paving	3.0%
Arterial Roadways	7.7%
Interchanges	4.7%
Lanes	13.5%

**Utilities**

**Street Lighting, Gas and Underground Electrical**

City developed land includes a prepaid levy for street lighting, gas and underground electrical servicing. Private developers contract directly with the respective crown corporation for telephone and gas servicing. A data base exists that includes two decades of street lighting service applications where costs and revenues are tracked. Street lighting service is provided exclusively from Saskatoon Light & Power. Increases have occurred for labour price changes and the street lighting rate should be increased in order to break even for this year.

The Saskatchewan Energy Corporation provides natural gas servicing to all classifications of property. The gas servicing levy is composed of a header allocation charge that is calculated by the utility for each neighbourhood, as well as a gas distribution charge. SaskEnergy absorbs a portion of these costs by applying a capital contribution investment charge of \$1,145 per lot which has not changed in 2015. In 2014 a review was conducted by Sask Energy of various components that are included within their traditional quotations to developers including the header, distribution and administration costs. As a result of this review, the Telephone/Gas levy was increased

substantially, and in further reviewing this levy for 2015 no change in the rate is warranted.

New underground electrical service within Saskatoon is almost entirely provided by the Saskatchewan Power Corporation. In 2015, 735 residential lots received underground electrical servicing. Both the Crown Corporation and the City also provide a \$1,300 per lot capital contribution. SaskPower has also undergone a similar review of costs and the rate in 2014 was changed markedly. The Administration's model indicates that a rate of \$1,790 per lot should be adequate for the 2015 construction season.

The recommended change to the utility rates is as follows:

Street Lighting	1.8%
Gas Servicing	0.0%
Underground Electrical Servicing	0.0%

### **Administration**

#### **Planning, Municipal Administration, Servicing Agreement Fees, Inspection**

The servicing fees for the administration of the land development program are increased each year in tandem with the changes to the standard collective agreement and the car allowance rate, where applicable. For 2015, the change is between 2.1% and 2.7%.

#### **Parks and Recreation Levy, Community Centres**

The Parks and Recreation Levy is a significant portion of the total offsite levies and is submitted as a separate report from the Community Services Department. The inclusion within this report is to illustrate completeness of the prepaid service rate schedule.

The levy for community centres has been implemented as a separate charge per residential neighbourhood, calculated on a front metre basis for all saleable property. This levy will also be reported on by the Community Services Department.



# **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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## **Timing of Review of Infill Guidelines**

### **Recommendation of the Committee**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated November 2, 2015, was considered.

### **Attachment**

November 2, 2015 report of the General Manager, Community Services Department.

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## Timing of Review of Infill Guidelines

### Recommendation

That the report of the General Manager, Community Services Department, dated November 2, 2015, be forwarded to City Council for information.

### Topic and Purpose

The purpose of this report is to provide information regarding the timing of the review of new development standards for infill development for primary dwellings in established neighbourhoods.

### Report Highlights

1. The Administration will provide the Standing Policy Committee on Planning, Development and Community Services (Committee) with a report in December 2016 after the new development standards for infill development for primary dwellings in established neighbourhoods have been in effect for approximately two construction seasons.
2. This period is needed to adequately evaluate the regulations and application process.

### Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Sustainable Growth by ensuring that infill development is compatible with the existing built form.

### Background

On March 23, 2015, City Council adopted amendments to Zoning Bylaw No. 8770 (Zoning Bylaw) to implement new development standards for infill development for primary dwellings in the established neighbourhoods.

During the March 23, 2015 meeting of City Council, Councillor Lorje made the following inquiry:

“Will the civic Administration please report on the timing of the review of the infill guidelines. Specifically, is it possible to have a review of these guidelines at the end of both the 2015 and 2016 construction seasons?”

### Report

The Administration has been monitoring the new development standards for infill development for primary dwellings in established neighbourhoods since their adoption in March 2015. The Administration is of the opinion that it would be premature to report back after the 2015 construction season as many of the dwellings constructed in 2015 were approved under the previous Zoning Bylaw requirements.

## Timing of Review of Infill Guidelines

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The Administration is recommending that a report be provided in December 2016 after the regulations have been in place for two full construction seasons. This will ensure that there is an adequate number of primary dwellings constructed under the new regulations to review, perform detailed analysis of any problems or issues that may be identified, and receive feedback from the home builders, design professionals and Administrative staff reviewing the permits. The Administration will also monitor the effectiveness of the regulations, the staff time required to review permits, and permit fees to process applications.

Local home builders and design professionals have been contacted to determine if there are any major issues at this time; initial comments have not identified major issues. If a major issue is identified, it will be dealt with in a timely fashion.

### **Other Considerations/Implications**

There are no options, policy, financial, environmental, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

The Administration will continue to monitor the impacts of the regulations. The Administration will provide the Committee with a report in December 2016 after the regulations have been in effect for approximately two years.

### **Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

### **Report Approval**

Written by: Paula Kotasek-Toth, Senior Planner, Planning and Development  
Reviewed by: Alan Wallace, Director of Planning and Development  
Approved by: Randy Grauer, General Manager Community Services Department

S/Reports/DS/2015/PDCS - Timing of Review of Infill Guidelines/ks  
BF 033-15



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Award of Contract – Detailed Design and Construction of Arbours and Seating Elements at 25th Street and Idylwyld Drive**

#### **Recommendation of the Committee**

1. That the award of contract to fabARTS for work required for the detailed design and construction of five arbours and two seating elements at 25th Street and Idylwyld Drive for a total of \$120,000, plus GST, be approved; and
2. That the City Solicitor be requested to prepare the appropriate contract documents, and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

#### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated November 2, 2015, was considered.

#### **Attachment**

November 2, 2015 report of the General Manager, Community Services Department.

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## **Award of Contract – Detailed Design and Construction of Arbours and Seating Elements at 25<sup>th</sup> Street and Idylwyld Drive**

### **Recommendation**

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the award of contract to fabARTS for work required for the detailed design and construction of five arbours and two seating elements at 25<sup>th</sup> Street and Idylwyld Drive for a total of \$120,000, plus GST, be approved; and
2. That the City Solicitor be requested to prepare the appropriate contract documents, and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### **Topic and Purpose**

The purpose of this report is to award the contract to carry out the detailed design and construction of five arbours and two seating elements at 25<sup>th</sup> Street and Idylwyld Drive, as part of the 25<sup>th</sup> Street Extension Capital Project No. P2000 (25<sup>th</sup> Street Extension Project) to fabARTS.

### **Report Highlights**

1. A Request for Proposal (RFP) was issued for the detailed design and construction of the arbours and seating elements at the 25<sup>th</sup> Street and Idylwyld Drive intersection. Submissions were reviewed and scored based on a range of criteria.
2. The Administration recommends hiring the firm of fabARTS.

### **Strategic Goals**

This report supports the City of Saskatoon's (City) Strategic Goals of Quality of Life and Moving Around by providing an improved streetscape, pedestrian amenities, and a welcoming entrance to Downtown.

### **Background**

- In 2009, the 25<sup>th</sup> Street Extension Project received an additional \$800,000 from the Neighbourhood Land Development fund for Gateway development at the 25<sup>th</sup> Street and Idylwyld Drive intersection which includes landscaping, new sidewalks, amenity strips, street furniture, large arbours, and seating elements.
- On September 21, 2010, a public open house was held to obtain input on the 25<sup>th</sup> Street Extension Preliminary Master Plan.
- In 2014, the 25<sup>th</sup> Street Extension Project was substantially completed from 1<sup>st</sup> Avenue to Idylwyld Drive. The extension of 25<sup>th</sup> Street provides

an efficient alternate route to and from Idylwyld Drive to the Central Business District and University Bridge. New sidewalks, amenity strips, and street furniture were completed components of the Gateway development.

### **Report**

The roadway construction of the 25<sup>th</sup> Street Extension Project was completed in 2014. The next step in this Project is the construction of Gateway features. The contract for a portion of this work is the subject of this report. The work involves the detailed design and construction of arbours and seating elements. These features will be installed at the intersection of 25<sup>th</sup> Street and Idylwyld Drive.

### Request for Proposal

The Urban Design Section of Planning and Development led the preparation of an RFP for the design and construction of the arbours and seating elements to be installed as part of the 25<sup>th</sup> Street Extension Project. An internal review committee composed of members from Environmental and Corporate Initiatives, Facilities and Fleet Management, Parks, and Urban Design were assembled to review and evaluate the RFP. Urban Design will be responsible for project management on behalf of the City.

The RFP was issued on July 24, 2015, and closed on September 11, 2015. Two teams submitted proposals. Using the criteria listed in Attachment 1, the internal review committee evaluated and scored the proposals out of a possible 100 points.

### Proponent Selection

fabARTS was identified as the highest-scoring proponent due to their exceptional understanding of the project and experience, their strong project management team and structure, and their innovative and comprehensive approach to the project methodology. Their past work on projects of a similar nature demonstrates their capacity to successfully deliver on this project.

It should be noted that the appearance of the arbours and seating elements is of high importance; craftsmanship and experience is a must, and it is the responsibility of the manufacturer to determine the appropriate means of fabrication, including installation.

Attachment 3 shows the proposed design of the arbours and seating elements by fabARTS.

### **Options to the Recommendation**

City Council can deny the proposal from fabARTS; the Administration would then require further direction.

### **Public and/or Stakeholder Involvement**

The 25<sup>th</sup> Street Extension Project has been addressed in a number of Local Area Plans (LAP), including Caswell Hill and the Downtown Warehouse District. During the development of these plans, several meetings were held with the respective LAP committees to discuss the project.

A public open house was held on September 21, 2010, to present the final alignment of the roadway and proposed Streetscape and Gateway design. Over 100 residents attended the meeting and follow-up information was later circulated to area residents.

### **Communication Plan**

The RFP process followed the requirements of Purchase of Goods, Services and Work Policy No. C02-030. All firms who submitted a proposal and were not selected will be notified in writing.

### **Financial Implications**

The arbours and seating elements are funded in the existing 25<sup>th</sup> Street Extension Project. This report recommends awarding a contract in the amount of \$120,000, plus GST. The project funding is sufficient to cover this contract and allow for a 15% contingency.

### **Safety/Crime Prevention Through Environmental Design (CPTED)**

The proposed design of these large arbours and seating elements will be reviewed by the CPTED Review Committee. fabARTS will incorporate any CPTED recommendations into the final design.

### **Other Considerations/Implications**

There are no policy, environmental, or privacy implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

The project is expected to be completed by July 30, 2016. Landscaping work will be completed in 2016 and is the final component of the 25<sup>th</sup> Street Extension Project.

### **Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

### **Attachments**

1. 25<sup>th</sup> Street Arbour and Seating Element Evaluation Criteria
2. 25<sup>th</sup> Street Gateway Concept Plan
3. Proposed Arbour and Seating Element Illustration by fabARTS

### **Report Approval**

Written by: Jaybee De Castro, Senior Planner, Urban Design, Planning and Development  
Reviewed by: Alan Wallace, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CP/2015/PDCS – Award of Contract – Detailed Design and Construction of Gateway Features at 25<sup>th</sup> Street and Idylwyld Drive/lc

## 25<sup>th</sup> Street Arbour and Seating Element Evaluation Criteria

<p><b>1. QUALITY AND EXPERIENCE</b></p> <ul style="list-style-type: none"> <li>• Experience developing an innovative, comprehensive design, quality and relevancy of work samples, and team member's qualifications and references.</li> <li>• Please provide three to five recent, relevant work samples outlining the role played for each sample. Work samples should describe the look and feel of the elements. Please also include a list of all team members, their anticipated roles, and their qualifications, and note your ability to bring names to the table to assist in the project.</li> <li>• Please provide the names, contact information, and a brief explanation of work delivered for three recent and relevant references.</li> </ul>	15
<p><b>2. BUDGET/COST</b></p> <ul style="list-style-type: none"> <li>• Please include a project budget breakdown for the various project phases, including all costs and expenses (travel, lodging, prototype development, manufacturing, site preparation and installation) associated with completing the project. Additionally, include an hourly rate.</li> </ul>	30
<p><b>3. SUSTAINABLE MATERIALS AND ENVIRONMENTAL COMPONENTS</b></p> <ul style="list-style-type: none"> <li>• Please provide a list of materials, their environmental components, sources, and sustainable life spans.</li> </ul>	20
<p><b>4. PROJECT SCOPE, DELIVERABLES AND TIMELINES</b></p> <ul style="list-style-type: none"> <li>• Articulation of expected deliverables and timelines.</li> <li>• Please list the various stages, anticipated deliverables, and expected timelines to accomplish the stages.</li> </ul>	10
<p><b>5. CONCEPT ILLUSTRATION AND UNIQUENESS</b></p> <ul style="list-style-type: none"> <li>• Please include any additional thinking or value-added enhancements you would bring to this project. This section will be evaluated based on your complete response, as demonstrated throughout your response package.</li> </ul>	25
<p><b>TOTAL</b></p>	100 points

# 25th Street Gateway Concept Plan

## 25th St. Streetscape



KEY PLAN



Feature Arbour



Columnar Aspen



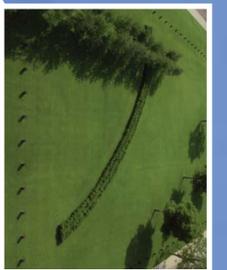
Deciduous trees



Nightscape



Hedge planting



Perimeter planting



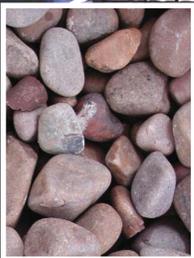
Groundcover



Gabion wall



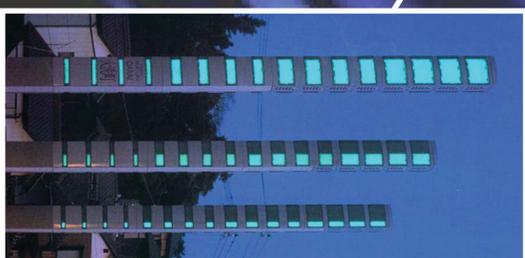
Feature seatwall



Riverstones



Unit pavers



LED columnar lighting

### GATEWAY CONCEPT PLAN



City of Saskatoon  
Urban Design - Land Branch

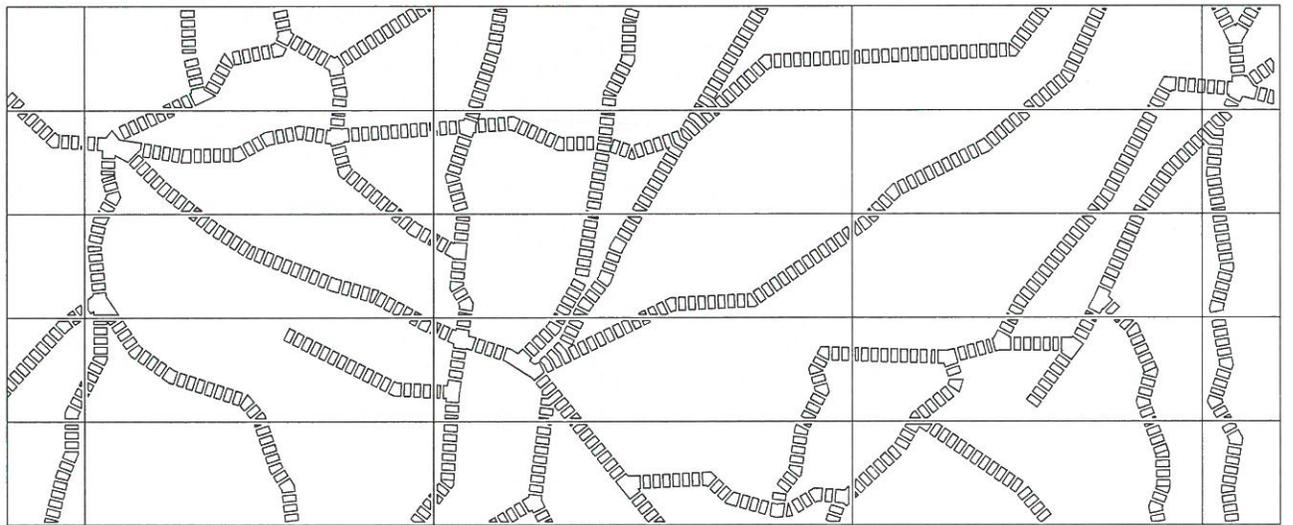
SEPTEMBER 2010

# Proposed Arbour and Seating Element Illustration by fabARTS

arbour elements montage



5. PROPOSED GATEWAY CONCEPT: RAILPATH



panels layout

## 5. PROPOSED GATEWAY CONCEPT: RAILPATH

seating element montage



The seating elements are also composed of powder coated aluminum with a similar pattern of rail lines perforations. The construction of the bench would also allow the option for concealed LED lighting within the structural form. The matte sandtex powder coating finish on the seating elements will provide a comfortable finished surface.



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Recreation and Parks Master Plan – Implementation Plan**

#### **Recommendation of the Committee**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

#### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated November 2, 2015, was considered.

#### **Attachment**

November 2, 2015 report of the General Manager, Community Services Department.

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## Recreation and Parks Master Plan – Implementation Plan

### Recommendation

That the report of the General Manager, Community Services Department, dated November 2, 2015, be forwarded to City Council for information.

### Topic and Purpose

This report provides an update on the Implementation Plan for the Recreation and Parks Master Plan.

### Report Highlights

1. Through the development of the Recreation and Parks Master Plan (Master Plan) and the subsequent workshop hosted on June 17, 2015, with stakeholders, immediate short-term action items were identified and are detailed in the Implementation Plan (see Attachment 1, page 8).
2. Through discussions with stakeholders at the June 17, 2015 workshop, a series of actions were also developed that will lead to an Implementation Plan for the medium- and long-term strategies.

### Strategic Goals

The provision of recreation, sport, culture, parks, facilities, and programs is a core service for the residents of Saskatoon and is strongly connected to the outcomes of a number of the City of Saskatoon's (City) Strategic Goals including: Quality of Life, Environmental Leadership, Economic Diversity and Prosperity, Sustainable Growth, Moving Around, and Asset and Financial Sustainability.

### Background

During its July 23, 2015 meeting, City Council resolved:

- “1. That the Recreation and Parks Master Plan be endorsed to provide guidance for future decision making, related to the provision of recreation and parks programs, services, amenities, and facilities; and
2. That the Administration be requested to report back, through the Standing Policy Committee on Planning, Development and Community services, on a short-, medium-, and long-term implementation strategy.”

### Report

#### Short-Term (Immediate) Action Items

Implementing the Master Plan will require commitment, resources (financial and human), and adjustment to existing policies and protocols. The Master Plan is dynamic, and the frameworks and systems outlined will allow recreation and parks stakeholders

to adapt as Saskatoon grows and evolves. An overview, of specific year one actions, is outlined in Attachment 1, page 8, and was also included as part of the July 23, 2015 report on the Recreation and Parks Master Plan.

Financing recreation and parks is expected to come through a combination of public support (taxes), user fees, and external sources, such as grants and sponsorship. As the Master Plan is implemented, it will create strength and capacity in the recreation and parks delivery system and lead to improved resident quality of life. The Implementation Plan will involve the development of a long-term financial plan to formalize a funding strategy for parks and recreation infrastructure for maintenance, lifecycle support, and new buildings. Part of this long-term financial plan will include the major projects identified for the next five to ten years, shown in Attachment 1, pages 19 to 21, as well as other capital projects that emerge as ongoing planning for parks and recreation continues.

### Medium- and Long-Term Implementation Strategies

The City has involved the many dedicated and valued partners, stakeholders, and service providers in development of the Master Plan and in the initial phases of the implementation strategy for the Master Plan. The Administration will continue to work with stakeholders to implement actions and set measures to accomplish all strategies and actions outlined in the Implementation Plan and will continue to prioritize additional implementation actions over time. See pages 9 to 14 of Attachment 1 for the current list of actions and strategies to be undertaken to address all recommendations of the Master Plan.

### **Communication Plan**

A formal communication plan has been developed in consultation with Community Services Marketing and Media Relations. Communications will be aimed at specific audiences (internal, external, and stakeholders) and involve both digital ([www.saskatoon.ca](http://www.saskatoon.ca)) and printed tools for distribution that summarize key Master Plan findings, as well as timed news releases and social media posts.

### **Policy Implications**

Some actions and/or recommendations within the Master Plan will have policy implications and will be presented to City Council as the policies are developed or refined, including changes to the Park Development Guidelines.

### **Financial Implications**

While some of the recommendations have financial implications, there are also many actions accomplished by policy and program changes that do not have financial implications. Those actions that do have financial impacts will be presented to City Council through the operating and capital budget process.

### **Other Considerations/Implications**

There are no environmental, privacy, or CPTED implications or considerations.

**Due Date for Follow-up and/or Project Completion**

Further reports will be forthcoming to Committee and Council at appropriate intervals.

**Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

**Attachment**

1. Implementation Plan - Recreation and Parks Master Plan

**Report Approval**

Written by: Mike Libke, Neighbourhood Services Manager, Community Development

Reviewed by: Lynne Lacroix, Director of Community Development

Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CD/2015/PDCS – Recreation and Parks Master Plan – Implementation Plan/ks  
BF 067-15



# Recreation and Parks Master Plan

CITY OF SASKATOON

**Implementation Plan—Final Draft**  
For Presentation to Committee of Council

October 2015



# References

# Paan

# Recreation and Parks Master Plan

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CITY OF SASKATOON

## Implementation Plan

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Section

# 1

## **Introduction**

The Recreation and Parks Master Plan provides a framework that guides the development, delivery, and continuous improvement of recreation and parks programs, services, and facilities. Built upon an in-depth program of research, the Master Plan presents a series of 44 recommendations. Some of these recommendations are relatively straight forward in their implementation while others require some interpretation.

The Master Plan is “owned” by the City of Saskatoon, however, the provision of recreation and parks services are provided to residents, groups, and visitors through a broad community approach. Some recommendations in the Plan specifically involve other stakeholders, organizations, and agencies beyond the City itself. This suggests that the community plays a key role in the effective delivery of recreation and parks services.

Because of the importance of the community’s role in the provision of recreation and parks services, the City felt it was important to engage with the community to discuss the Master Plan’s recommendations. Through this engagement the City would be able to understand the perspectives of the community and its interpretation of the recommendations. As well, the engagement would help pave the way for further engagement and involvement as the Master Plan is implemented.

Two half day sessions were convened in June 2015 to engage with stakeholders. One session included internal City stakeholders while the second session comprised external stakeholders. Invitations were sent out using the City’s contact list of community organizations<sup>1</sup>. See Appendix A for a list of the external organizations participating in the sessions.

The City was not asking these session participants to develop a detailed implementation plan for the Master Plan. Rather, the City was soliciting input to provide direction and identify considerations as the Master Plan gets implemented. In this document is a list of eleven implementation activities for the first year of implementation that was developed, in part, through the half day sessions. As well, a 10 year capital plan is presented in Appendix B. Following these initial implementation actions are additional actions identified for the Master Plan’s recommendations, to help reach the medium and long term strategies outlined in the Plan.



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<sup>1</sup> This same stakeholder list was used to solicit input into the development of the Master Plan.

Section

# 2

## **Recreation and Parks Master Plan Review**

Participants in the half day sessions were provided the draft Master Plan in advance of the session. As well, to start each session an overview of the Master Plan was presented.

## Plan Intent

It is an **overall framework** that guides the **development, delivery, and continuous improvement** of **recreation and parks programs, services, and facilities**.

Built upon current levels of success and benefits achieved.

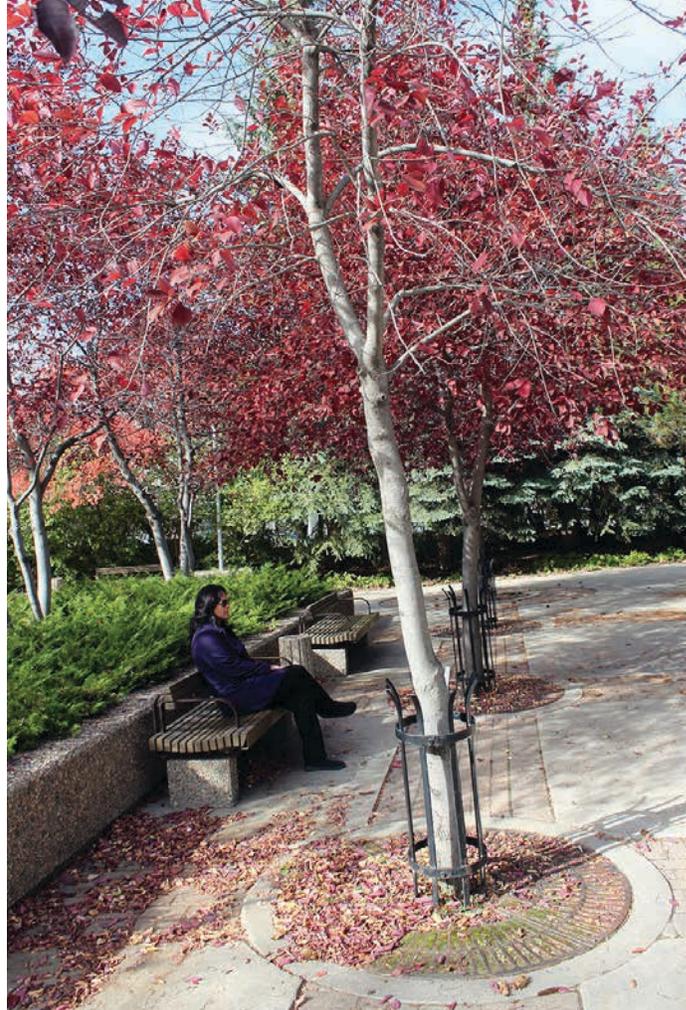
Built through the input and direction of key stakeholders.

### THE MASTER PLAN WILL...

- Create supportive environments in which recreation and parks activity will occur;
- Build capacity in the recreation and parks delivery system throughout Saskatoon; and
- Enhance inclusion in and access to recreation and parks opportunities provided by the City and stakeholders.

### THE MASTER PLAN INCLUDES FOUR TYPES OF RECOMMENDATIONS...

1. **Service Delivery:** how recreation and parks services are provided—directly and in partnership.
2. **Programming:** how programs are delivered and areas to focus upon.
3. **Infrastructure:** how indoor and outdoor facilities and spaces are provided.
4. **Funding:** how funds are generated by the City for recreation and parks services and how they are allocated to provide these services.



### *A Vision for Saskatoon Recreation and Parks...*

*We envision a city in which everyone is engaged in meaningful, accessible recreation experiences that enhance quality of life and that foster:*

- **Individual** wellbeing;
- **Community** wellbeing; and
- **The wellbeing of our natural and built environments.**

Section

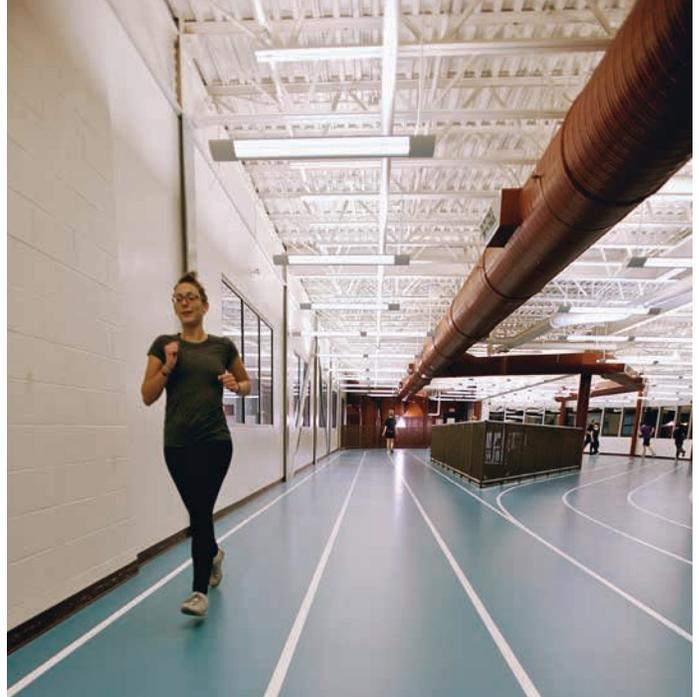
# 3

**Process**

After reviewing the draft Master Plan, participants selected which recommendation type they would focus their attention on. They selected a table, with a facilitator, to focus on service delivery, programming, or infrastructure recommendations. Funding issues overlay many of the other recommendations; as well it was felt that greater impact would be realized focusing community stakeholders on the other recommendation types.

Each recommendation type includes multiple recommendations. Participants were not asked to identify specific actions for each recommendation but rather to review the list of recommendations and identify actions that would lead to their implementation. As well, they were asked to identify measures that would be used to indicate the success of implementation.

The outcomes of the discussion are presented in the following section.



Section

# 4

## **Implementation Plan**

# Specific Year One Actions

Several immediate actions were developed based on the discussion of the session participants.

1. Formalize a funding strategy (maintenance, lifecycle, and new).
2. Develop a partnership policy.
3. Revisit, update and enhance the Parks and Open Space Classification System.
4. Revisit, update, and enhance Park Development Guidelines and Landscape Design Standards.
5. Promote the Master Plan internally and externally.
6. Complete a feasibility study for city centre recreation facility.
7. Optimize Leisure Access and Youth Sports Subsidy Programs and grants to community based groups.
8. Continue to find ways to reduce barriers to participation in recreation and increase participation wherever possible.
9. Review the Fees and Charges Schedule for the Leisure Centres.
10. Engage the Community Feedback Committee (or similar group) in Master Plan reporting and implementation.
11. Enhance existing sponsorship policy and administer an associated campaign to garner external funding to support recreation and parks programs and/or infrastructure.
12. Potential Capital Plan<sup>1</sup>:

Potential Projects Between 2016 and 2026	Capital \$ (2016)
<b>Indoor</b>	
Arena Facility (including leisure ice)	\$1M – \$12M
Walking/Running Track	\$0.9M
Indoor Playground	\$0.05M – \$0.1M
Recreation Facility	\$15 – \$50M
<b>Outdoor</b>	
Trail Network/System	\$0.25M – \$0.5M
Festival Venue/Amphitheatre	\$0.4M – \$1.06M
Passive Park (including natural areas)	\$0.45M
Child Playgrounds	\$0.4M – \$2.5M
Track and Field Spaces	\$5M – \$8M
Water Spray Parks	\$4M – \$8M
Boating Facilities	\$0.12M
Park Lifecycle Upgrade	\$2.0M – \$2.06M

## Other Implementation Actions for Short, Medium and Long-Term

The intent of the following is not to tie actions to specific recommendations but to present a series of actions that together will lead to an implementation of the Master Plan recommendations. A series of actions were developed as outcomes from the session. These actions are presented according to recommendation type and theme. Performance measures are included as well.

<sup>1</sup> For more details see Appendix B.

# Service Delivery

Service delivery recommendations create recreation capacity in the recreation and parks delivery system, create supportive environments for recreation and parks provision, and ensure inclusion and access for participation in recreation and parks activities. The recommendations can be grouped into three themes: Partnership, Community Support, and Promotions and Process.

Theme	Actions	Timing <sup>1</sup> (S, M, L)	Measures
Partnerships  <i>Applicable Recommendations:</i> 1, 2, 3, 4, 5, 11	<ul style="list-style-type: none"> <li>• Create an inventory of existing and potential partnerships.</li> <li>• Delineate the expected outcomes of each partnership including a definition of service levels.</li> <li>• Develop a partnership policy.</li> <li>• With existing and potential partners identify gaps and overlaps in service delivery. Identify actions to address redundancies and deficiencies.</li> <li>• Facilitate partnerships amongst all service providers with a goal to increase effectiveness and efficiency of delivery system while facilitating social inclusion.               <ul style="list-style-type: none"> <li>» Include regional municipalities.</li> </ul> </li> </ul>	<p><b>S</b></p> <p><b>M</b></p> <p><b>S</b></p> <p><b>M</b></p> <p><b>M</b></p>	<ul style="list-style-type: none"> <li>• Database/director of existing and potential partnerships.</li> <li>• Partnership agreements in place.</li> <li>• Partnership agreements include service outcomes.</li> <li>• Partnership policy in place.</li> <li>• Number of meetings convened with partners (existing and potential).</li> <li>• Participation rates of existing and potential partners.</li> <li>• Plan to address gaps and eliminate duplication.</li> <li>• Development of regional recreation and parks plans.</li> <li>• Resident and user satisfaction.</li> </ul>
Support  <i>Applicable Recommendations:</i> 6, 7, 9, 12	<ul style="list-style-type: none"> <li>• Develop a volunteer strategy.               <ul style="list-style-type: none"> <li>» Training of CBOs regarding recruitment and retention of volunteers.</li> </ul> </li> <li>• Institute City liaison with associations and CBOs (similar to current model for community associations).               <ul style="list-style-type: none"> <li>» Identify expectations and service levels.</li> </ul> </li> <li>• Institute leading practices for group support as determined through research (including leisure access, youth subsidy).</li> </ul>	<p><b>M</b></p> <p><b>M</b></p> <p><b>M</b></p>	<ul style="list-style-type: none"> <li>• Volunteer strategy developed.</li> <li>• Strength/capacity of CBOs.</li> <li>• Satisfaction of CBOs with interaction/support of City.</li> <li>• Uptake/subscription rates for leisure access and youth subsidy.</li> <li>• Leading practices research undertaken; leading practices identified and applied (where appropriate).</li> </ul>

<sup>1</sup> S—"Short-Term" (1–2 Years); M—"Medium-Term" (3–5 Years); L—"Long-Term" (>5 Years)

# Service Delivery (Continued)

Theme	Actions	Timing <sup>1</sup> (S, M, L)	Measures
Promotions and Process  <i>Applicable Recommendations:</i> 8, 10	<ul style="list-style-type: none"> <li>Develop and maintain an inventory of city groups and programs.</li> <li>Collaborate with partners having same goals to promote messages.</li> <li>Research and communicate benefits of Parks and Recreation.</li> <li>Determine and fund a communications strategy (including a variety of media).</li> <li>Develop a marketing plan for recreation and parks opportunities.</li> <li>Identify and collect appropriate utilization data.</li> </ul>	<p><b>S</b></p> <p><b>S</b></p> <p><b>S</b></p> <p><b>M</b></p> <p><b>M</b></p> <p><b>M</b></p>	<ul style="list-style-type: none"> <li>Participation rates.</li> <li>Surveys of residents around participation and barriers.</li> <li>Visits/utilization.</li> <li>Marketing plan development.</li> <li>Meaningful utilization data collected.</li> </ul>

# Programming

Programming recommendations are intended to ensure all segments of the community are able to access programs, that appropriate programs are offered to address community needs, and that ongoing efforts are implemented to ensure the aforementioned outcomes are achieved. The recommendations can be grouped into three themes: Program Accessibility, Collaboration in Program Delivery, and Program Management.

Theme	Actions	Timing <sup>1</sup> (S, M, L)	Measures
Program Accessibility  <i>Applicable Recommendations:</i> 13, 17, 18	<ul style="list-style-type: none"> <li>Identify barriers to access (beyond cost).</li> <li>Complete an inventory of supports to enhance accessibility.</li> <li>Complete an inventory of low/no cost programs.</li> <li>Complete a gap analysis with programs, accessibility supports, and potential program participants.               <ul style="list-style-type: none"> <li>» Address gaps.</li> </ul> </li> <li>Market/promote/communicate supports and programs.</li> <li>Determine City position on access versus financial return.</li> <li>Review of Leisure Services Fees and Charges (C03-029).</li> </ul>	<p><b>M</b></p> <p><b>M</b></p> <p><b>S</b></p> <p><b>M</b></p> <p><b>M</b></p> <p><b>M</b></p> <p><b>S</b></p>	<ul style="list-style-type: none"> <li>Inventory of barriers, supports, programs completed.</li> <li>Gap analysis completed.</li> <li>CBOs and residents aware of supports and programs.</li> <li>City has position of access determined and communicated.</li> <li>Leisure Service Fees and Charges reviewed.</li> <li>Participation rates including rates of targeted segments.</li> <li>Number of people aware of and using supports.</li> <li>Participation rates.</li> <li>Customer satisfaction.</li> <li>Levels of awareness of programs and supports.</li> </ul>

<sup>1</sup> S—"Short-Term" (1–2 Years); M—"Medium-Term" (3–5 Years); L—"Long-Term" (>5 Years)

# Programming (Continued)

Theme	Actions	Timing <sup>1</sup> (S, M, L)	Measures
Collaboration in Program Delivery  <i>Applicable Recommendations:</i> 15, 16	<ul style="list-style-type: none"> <li>• Develop/implement/continue to use communication/partnership mechanisms.</li> <li>• Identify program providers and their services.</li> <li>• Undertake a gap analysis to identify gaps and overlap.               <ul style="list-style-type: none"> <li>» Address gaps and overlaps.</li> </ul> </li> <li>• Identify community need for programming and communicate to program providers.</li> </ul>	<p><b>S</b></p> <p><b>M</b></p> <p><b>M</b></p> <p><b>M</b></p>	<ul style="list-style-type: none"> <li>• Communication mechanisms exist.</li> <li>• Effectiveness of communication mechanisms.</li> <li>• Gaps and overlaps identified.</li> <li>• Inventory of program providers complete.</li> <li>• Community program needs identified.</li> <li>• Identified program needs addressed.</li> <li>• Participation rates in programs.</li> </ul>
Program Management  <i>Applicable Recommendations:</i> 14, 19	<ul style="list-style-type: none"> <li>• Develop a ToR for a Community Feedback Committee to assist in Master Plan reporting and implementation.</li> <li>• Continue with program of research—planning cycle (e.g. resident surveys).</li> <li>• Develop performance measurement system.</li> <li>• Develop system for service provision across the city.</li> </ul>	<p><b>S</b></p> <p><b>M/L</b></p> <p><b>M/L</b></p> <p><b>M</b></p>	<ul style="list-style-type: none"> <li>• Community Feedback Committee in place and operational.</li> <li>• Research program operational.</li> <li>• Performance measurement system in place, understood, and operational.</li> <li>• Integrated recreation and parks system in place and operational.</li> <li>• Regular reporting to the community on implementation of Master Plan.</li> </ul>



<sup>1</sup> S—"Short-Term" (1–2 Years); M—"Medium-Term" (3–5 Years); L—"Long-Term" (>5 Years)

# Infrastructure

Infrastructure recommendations address current and future demands for infrastructure as well as tools that can aid in determining infrastructure needs and priorities. The recommendations can be grouped into three themes: Tools and Frameworks, Integrated Planning, and Facility Development.

Theme	Actions	Timing <sup>1</sup> (S, M, L)	Measures
Tools and Frameworks  <i>Applicable Recommendations:</i> 21, 22, 23, 25, 26, 30, 35, 36, 38, 39	<ul style="list-style-type: none"> <li>• Develop and maintain condition assessments on recreation and parks facilities.</li> <li>• Include operating and reserve impacts with facility projects.</li> <li>• Implement the park amenities strategy and outcomes related to natural areas, trails, and river valley.</li> <li>• Utilize the facility space prioritization model and recreation facility classification to guide infrastructure investment decision making.</li> <li>• Implement a lifecycle budget process for all recreation facilities (indoor and outdoor).</li> <li>• Utilize the decision making framework with facilities requiring substantial lifecycle investment.</li> <li>• Use the project development framework and prioritization model for infrastructure development.</li> <li>• Revisit and enhance park development guidelines and formalize landscape design standards.</li> </ul>	<p><b>S</b></p> <p><b>S</b></p> <p><b>M</b></p> <p><b>Ongoing</b></p> <p><b>S/M</b></p> <p><b>Ongoing</b></p> <p><b>Ongoing</b></p> <p><b>S</b></p>	<ul style="list-style-type: none"> <li>• Recreation and parks facilities have updated condition assessments.</li> <li>• Facility projects have operating and reserve impacts.</li> <li>• All strategies and models have been implemented where appropriate.</li> <li>• Utilization and satisfaction with facilities.</li> <li>• % of appropriate staff that are aware, understand, and can utilize the tools and frameworks.</li> <li>• Updated park development guidelines.</li> <li>• Formalized landscape design standards.</li> </ul>

<sup>1</sup> S—"Short-Term" (1 – 2 Years); M—"Medium-Term" (3 – 5 Years); L—"Long-Term" (>5 Years)

# Infrastructure (Continued)

Theme	Actions	Timing <sup>1</sup> (S, M, L)	Measures
Integrated Planning  <i>Applicable Recommendations:</i> 20, 24, 25, 26, 27, 33, 34, 37	<ul style="list-style-type: none"> <li>Establish levels of provision for recreation and parks infrastructure considering geographic provision.</li> <li>Update needs assessment information as part of cyclical planning.</li> <li>Share tools/processes/frameworks internally and externally.</li> <li>Refer to needs assessments/studies when planning infrastructure.</li> <li>Budget for land acquisition to accommodate multi-district/district parks.</li> <li>Consider enhancement/improvement of existing facilities before building new ones.</li> <li>Formalize timing and level of involvement on future projects (including sign off).</li> </ul>	<p><b>M</b></p> <p><b>M</b></p> <p><b>S/M</b></p> <p><b>Ongoing</b></p> <p><b>L</b></p> <p><b>S/M</b></p> <p><b>M/L</b></p>	<ul style="list-style-type: none"> <li>Levels of provision are established, agreed upon, and communicated.</li> <li>Long range plans are developed and in place.</li> <li>Studies/assessments have been identified and are included in the planning process.</li> <li>Budget process accommodates land massing.</li> <li>Analysis conducted on existing facilities prior to decisions about new.               <ul style="list-style-type: none"> <li>» Facility Condition Index completed.</li> </ul> </li> </ul>
Facility Development  <i>Applicable Recommendations:</i> 24, 25, 26, 28, 29, 31, 32	<ul style="list-style-type: none"> <li>Consider development through the lens of spontaneous and structured use.</li> <li>Explore opportunities for integrated and multi-use facilities.</li> <li>Apply principles of environmental design and crime prevention principles.</li> <li>Establish a formalized criteria/process for synthetic surfaces when a new park is being built.</li> <li>Develop a plan for the provision of healthy food options in recreation and parks facilities.</li> </ul>	<p><b>M</b></p> <p><b>Ongoing</b></p> <p><b>Ongoing</b></p> <p><b>M</b></p> <p><b>M</b></p>	<ul style="list-style-type: none"> <li>Facility development process addresses spontaneous and structured spaces, integration of spaces, and multi-use capabilities.</li> <li>Principles of environmental design and crime prevention are applied to facility design.</li> <li>Feasibility of synthetic playing surfaces is undertaken.</li> <li>A plan for the provision of healthy food is developed and implemented.</li> </ul>

<sup>1</sup> S—"Short-Term" (1 – 2 Years); M—"Medium-Term" (3 – 5 Years); L—"Long-Term" (>5 Years)

# Financing

Financing recommendations address sources of funding to provide recreation and parks services. These include traditional and non-traditional revenue sources. Also included are investments in staff and Master Plan implementation.

Theme	Actions	Timing <sup>1</sup> (S, M, L)	Measures
Funding <i>Applicable Recommendations:</i> 40, 41, 42	<ul style="list-style-type: none"> <li>• Revisit the existing sponsorship policy to bring a focus on recreation and parks.</li> <li>• Implement a sponsorship program for recreation and parks programs and facilities.</li> <li>• Explore opportunities for fee-based services and amenities in facility or park spaces.</li> <li>• Identify and pursue grant opportunities.</li> </ul>	<p><b>M</b></p> <p><b>M</b></p> <p><b>M/L</b></p> <p><b>M</b></p>	<ul style="list-style-type: none"> <li>• Sponsorship policy appropriately addresses recreation and parks.</li> <li>• Sponsorship program implemented.</li> <li>• Sponsorship targets met.</li> <li>• Inventory of grant opportunities developed.</li> <li>• Number of grant application.</li> <li>• Number of grants received.</li> <li>• Where appropriate, fee-based services are operational.</li> </ul>
Support <i>Applicable Recommendations:</i> 43, 44	<ul style="list-style-type: none"> <li>• Identify and apply internal resources (staff and financial) needed to implement the Master Plan/</li> <li>• Formalize a funding strategy (maintenance, lifecycle, and new).</li> <li>• Develop and implement a professional development program for City staff.</li> </ul>	<p><b>Ongoing</b></p> <p><b>S</b></p> <p><b>Ongoing</b></p>	<ul style="list-style-type: none"> <li>• Master Plan is implemented.</li> <li>• Professional development opportunities support the provision of recreation and parks services.</li> <li>• Professional development program is understood by staff.</li> </ul>



<sup>1</sup> S—"Short-Term" (1 – 2 Years); M—"Medium-Term" (3 – 5 Years); L—"Long-Term" (>5 Years)

# Appendices

<b>Appendix A:</b>	<b>Participating Organizations</b>	<b>16</b>
<b>Appendix B:</b>	<b>Major Projects Identified for the Next Five to Ten Years</b>	<b>18</b>

# Appendix



## **Participating Organizations**

#	Organization
1	Adelaide Park Churchill Community Association
3	Citizen
4	Citizen/Hockey
5	City of Saskatoon: Community Development Division
6	City of Saskatoon: Facilities and Fleet Management Division
7	City of Saskatoon: Parks Division
8	City of Saskatoon: Planning and Development Division
9	City of Saskatoon: Recreation and Sport Division
10	Community Living Association Saskatoon
11	Crocus Co-op
12	Dream Development
13	King George Community Association
2	Pickleball Saskatoon (2 Attendees)
14	RC Strategies
15	Saskatoon Council on Aging (3 Attendees)
16	Saskatoon Health Region: Health Promotion Department (2 Attendees)
17	Saskatoon Minor Basketball
18	Saskatoon Minor Hockey
19	Saskatoon Nordic Ski Club (2 Attendees)
20	Saskatoon Nature Society
21	Saskatoon Nature Society/Swale Watchers
22	Saskatoon Polytechnic Institute
23	Saskatoon Sports Council
24	Saskatoon Sports Tourism
25	SaskTel Centre
26	Shakespeare on the Saskatchewan
27	Skate Saskatoon
28	Special Olympics Saskatoon
29	Stantec Consulting Ltd.
30	TCU Place
31	University of Saskatchewan
32	YMCA Saskatoon
33	YWCA Saskatoon

Section

# B

## **Major Projects Identified for the Next Five to Ten Years**

Space Amenity Type	Priority Ranking	Project	Lifecycle Growth New Initiative <sup>1</sup>	New or Existing Capital Project	Project Description	Estimated Project Cost	Delivery – Partnership Framework
<b>Indoor Priorities</b>							
<b>Leisure Ice</b>	#1	Ice Arena	Growth	New	<b>Options to Consider:</b> a) Build new Ice arena including leisure Ice (1 – 2 arenas). b) Add another ice sheet to an existing City owned arena. c) Partner with other stakeholders to add a new arena.	a) \$6 – \$12M b) \$4.5M c) \$1M	a) City owned/operated. b) City owned/operated. c) Partner owned/operated.
<b>Arena Facility</b>	#4						
<b>Walking/Running Track</b>	#2	Saskatoon Field House: Main Track Flooring	Lifecycle	New	To repair and replace sections of the main track flooring at the Saskatoon Field House. The floor is degrading and, if not repaired, will no longer be able to support future sporting and track events.	\$900,000	City owned/operated.
<b>Indoor Child Playground</b>	#3	Indoor Child Playgrounds	Lifecycle	New	Consider repurposing space within existing Leisure Centres to build indoor child playgrounds.	\$50,000 – \$100,000	City owned/operated.
<b>Recreation Facility</b>	Any number of the Top #1 to 10 Priorities	Recreation Facility Development	Growth	New	To build new recreation facility or facilities (e.g. City Centre Recreation Facility, Northeast Recreation Facility).	\$15 – \$25M w/o aquatics. \$25 – \$50M w/ aquatics.	<b>Options to Consider:</b> • City owned/operated. • Jointly owned/operated. • Jointly owned and Partner operated.

1 Lifecycle and replacement costs to upgrade/replace/repurpose existing facilities and parks.

New infrastructure/facility needs: tied to new growth.

New infrastructure/facility needs: new initiatives (facilities the City has not traditionally provided).

**Note:** Annual operating costs are not included in this summary. It is expected that a full analysis of operating budget implications and partnership options would be undertaken prior to approving any capital project and that sufficient annual operating funds would be allocated to any approved project.

Space Amenity Type	Priority Ranking	Project	Lifecycle Growth/New Initiative <sup>1</sup>	New or Existing Capital Project	Project Description	Estimated Project Cost	Delivery- Partnership Framework
<b>Outdoor Priorities</b>							
<b>Trail Network/System</b>	#1	MVA Trail Expansion	Growth	New	This project will complete the Meewasin Trail in the southwest part of Saskatoon near the Circle Drive South Bridge and would be in partnership with the MVA.	\$250,000 – \$500,000 (City's Contribution)	Partner owned/operated.
<b>Festival Venue/Amphitheatre</b>	#2	Kinsmen Park Festival Site	New	Existing #2114 (Unfunded)	Development of the Festival site at Kinsmen Park.	\$400,000	City owned/operated.
<b>Festival Venue/Amphitheatre</b>	#2	Victoria Park Upgrades	Lifecycle and New	Existing #2471 (Unfunded)	Upgrades outlined in the Victoria Park Program Plan and include formalizing a special event site.	\$1.06 M	City owned/operated.
<b>Passive Park (including natural areas)</b>	#3	Chief Whitecap Park Development	Growth	Existing #2353 (Unfunded)	Includes naturalization of the uplands, development of a primary and secondary pathway system, and the development of a natural shelterbelt.	\$450,000	City owned/operated.
<b>Child Playground</b>	#4	Play Structures (City Wide)	Lifecycle	Existing #1938 (Unfunded)	This project will replace various playground structures throughout the City (19 existing wooden structures).	\$2.5M	City owned/operated.

1 Lifecycle and replacement costs to upgrade/replace/repurpose existing facilities and parks.

New infrastructure/facility needs: tied to new growth.

New infrastructure/facility needs: new initiatives (facilities the City has not traditionally provided).

Note: Annual operating costs are not included in this summary. It is expected that a full analysis of operating budget implications and partnership options would be undertaken prior to approving any capital project and that sufficient annual operating funds would be allocated to any approved project.

Space Amenity Type	Priority Ranking	Project	Lifecycle Growth/New Initiative <sup>1</sup>	New or Existing Capital Project	Project Description	Estimated Project Cost	Delivery – Partnership Framework
<b>Outdoor Priorities (Continued)</b>							
<b>Child Playground</b>	#4	Accessible Playground	Growth	Existing #2354 (Unfunded)	Build a fourth destination accessible playground in Ashworth Holmes Park to complete the goal of building one in each quadrant of the city.	\$400,000	City owned/operated Community cost sharing anticipated.
<b>Track and Field Spaces</b>	#4	Outdoor Track and Field Venue	New Initiative	New	The development of a new or enhanced track and field venue.	\$5 – 8M	<ul style="list-style-type: none"> <li>Partner owned/operated (potentially on City land).</li> <li><b>-OR -</b></li> <li>Jointly owned/operated.</li> </ul>
<b>Water Spray Parks</b>	#6	Paddling Pool/ Recreation Unit Repair/Replacement	Lifecycle	New	The City currently has 30 paddling pools. 20 could use major repair or replacement.	\$4 – 8M	City owned/operated.
<b>Boating Facilities</b>	#6	Boat Launch	Lifecycle	Existing #2352 (Unfunded)	Construction will include piles to stabilize the launch, an entrance to the site, landscaping, and signage.	\$120,000	City owned/operated.
<b>Parks</b>	#6	Park Irrigation/Drainage	Lifecycle	Existing #1648/1653 (Unfunded)	Various neighbourhood and riverbank parks.	\$2M	City owned/operated.
<b>Parks</b>	#6	Hudson Bay Park (Review)	Lifecycle	Existing #2114 (Unfunded)	Involves a program plan review and survey, and site analysis for the Hudson Bay Area Parks (Pierre Radisson, Henry Kelsey North, and Scott).	\$2.06M	City owned/operated.

1 Lifecycle and replacement costs to upgrade/replace/repurpose existing facilities and parks.

New infrastructure/facility needs: tied to new growth.

New infrastructure/facility needs: new initiatives (facilities the City has not traditionally provided).

**Note:** Annual operating costs are not included in this summary. It is expected that a full analysis of operating budget implications and partnership options would be undertaken prior to approving any capital project and that sufficient annual operating funds would be allocated to any approved project.



# ation arks





# STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

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## Reserve and Rate Sufficiency Review

### Recommendation of the Committee

1. That the 2015 Parks and Recreation Levy component rate on residential lots be approved as follows:

Neighbourhood:	\$260.30
District:	\$103.50
Multi-District:	<u>\$ 31.90</u>
	<u>\$395.70</u> ; and
2. That the 2015 Community Centre Levy rates for each developing neighbourhood be approved, as outlined in the report of the General Manager, Community Services Department dated November 2, 2015.

### History

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated November 2, 2015, was considered.

### Attachment

November 2, 2015 report of the General Manager, Community Services Department.

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## Reserve and Rate Sufficiency Review

### Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the 2015 Parks and Recreation Levy component rate on residential lots be approved as follows:

Neighbourhood:	\$260.30
District:	\$103.50
Multi-District:	<u>\$ 31.90</u>
	<u>\$395.70</u> ; and
2. That the 2015 Community Centre Levy rates for each developing neighbourhood be approved, as outlined in this report.

### Topic and Purpose

The purpose of this report is to provide an overview of the proposed 2015 rates for the Parks and Recreation Levy and the Community Centre Levy.

### Report Highlights

1. The proposed 2015 Parks and Recreation Levy has been adjusted to reflect actual park construction costs and to include a new provision for park Satellite Maintenance Buildings (Maintenance Buildings).
2. The proposed 2015 Community Centre Levy rates will remain the same as the rates approved for 2014.

### Strategic Goal

Under the Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure existing and future leisure centres and other recreation facilities are accessible, physically and financially, and meet community needs.

### Background

The City of Saskatoon (City) established the Parks and Recreation Levy as a means to fund neighbourhood local parks (including core neighbourhood parks, neighbourhood parks, and linear parks) and recreation facilities, district parks and recreation facilities, and multi-district parks and recreation facilities.

At its August 15, 2012 meeting, City Council approved a single, blended City-wide formula for the calculation of the Community Centre Levy, beginning with the Kensington neighbourhood and all new neighbourhoods. The calculation of the Community Centre Levy is based on the year-to-year cost of acquiring 8.0 acres of potential school-site property in each developing neighbourhood.

**Report**

Parks and Recreation Levy

The proposed Parks and Recreation Levy rate increase includes a \$7.70 per front metre or 1.99 % increase, primarily due to the costs associated with constructing the Maintenance Buildings. Table 1 summarizes the proposed Parks and Recreation Levy rate changes for 2015.

Table 1: Parks and Recreation Levy Rate Changes

	<b>2014 Approved Rate</b>	<b>2015 Proposed Rate</b>	<b>Rate Change</b>
Neighbourhood Local Parks	\$257.10	\$260.30	<b>\$3.20</b>
District Parks	\$106.50	\$103.50	<b>(\$3.00)</b>
Multi-District Parks	\$ 24.40	\$ 31.90	<b>\$7.50</b>
<b>Total</b>	<b>\$388.00</b>	<b>\$395.70</b>	<b>\$7.70</b>

The changes in the neighbourhood and district rates are a rebalancing that reflects the allocation of the costs of parks. The increase in the multi-district rates is the result of including the construction of Maintenance Buildings for Parks staff, equipment, and supplies. The Maintenance Buildings will be strategically located where they are geographically closer to parks in new neighbourhoods.

The Maintenance Buildings are an essential element of new park development and, as such, require funding from the Parks and Recreation Levy. The Maintenance Buildings, estimated at a cost of \$150,000 each, provide the localized/efficient deployment of staff, as well as providing required space for the additional staff, equipment, and material storage requirements associated with new park and open space development. Current maintenance facilities are at capacity and will not be able to provide adequate storage for the additional equipment and staging of staff operations that will be necessary as park and open space inventory continues to grow and travel time/distance becomes increasingly ineffective. The Maintenance Buildings will also serve to support the recent recommendations from the Parks' Civic Service Review by localizing maintenance activities to improve staff and equipment productivity, customer service, and employee safety. Attachment 1 is the proposed 5-year Capital Plan for the Maintenance Buildings.

Boulevard trees are included in the Multi-District portion of the Parks and Recreation Levy. The use of the boulevard tree portion will be broadened to utilize funds for better long-term urban forest outcomes in new neighbourhoods. This will include a combination of plant site improvements (i.e. amending soil), continued planting and establishment maintenance (i.e. watering and mulching), and creating an inventory of trees planted by the City or approved planting by developers on non-park land. This change will not increase the rate, but will better utilize the available funds.

Community Centre Levy

The proposed 2015 Community Centre Levy rates will remain at the 2014 approved rates. The calculation of the Community Centre Levy is based on the cost of acquiring land for potential school-site property in each developing neighbourhood. The serviced land costs

used to calculate the Community Centre Levy for future neighbourhoods is 8.0 acres at \$800,000 per acre. The proposed Community Centre Levy rates are summarized in Table 2.

Table 2: Community Centre Levy Rate Changes

	<b>2014 Approved Rate</b>	<b>2015 Proposed Rate</b>	<b>Percent Increase</b>
Rosewood	\$140.65	\$140.65	<b>0.0%</b>
Stonebridge	\$123.30	\$123.30	<b>0.0%</b>
Evergreen	\$192.10	\$192.10	<b>0.0%</b>
Future Neighbourhoods	\$186.00	\$186.00	<b>0.0%</b>

The Community Centre Levy rates for the Rosewood, Stonebridge, and Evergreen neighbourhoods were established based on individual neighbourhoods before the single, blended rate policy changed. Each of these neighbourhoods has a unique rate, primarily due to variations in the size of the neighbourhood.

The Community Centre Levy rate for future neighbourhoods will be applied to new neighbourhoods including Kensington, Brighton, Elk Point, Aspen Ridge, and all future neighbourhoods.

**Public and/or Stakeholder Involvement**

The new levy rates were tabled for comments with the Land Developers during the October 8, 2015 meeting. The Land Developers asked questions and received clarification on the proposed Parks and Recreation Levy increase.

**Communication Plan**

A communication plan is not applicable, as the Land Developers have been informed of the proposed 2015 rates for the Parks and Recreation Levy and the Community Centre Levy. Of note, these rates come into effect January 1, 2015, and any servicing work that has been charged at 2014 rates will be adjusted. Although servicing work is being done in the spring and summer, most of the billing occurs later in the year.

**Financial Implications**

The financial implications have been outlined in this report.

**Other Considerations/Implications**

There are no options, policy, environmental, privacy, or CPTED implications or considerations.

**Due Date for Follow-up and/or Project Completion**

No follow-up is required at this time.

**Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

## Reserve and Rate Sufficiency Review

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### Attachment

1. 2016 Capital Budget/2017-2020 Capital Plan Project Details (\$'000s) –  
1658 CY-Parks New Satellite Mtn Bldg

### Report Approval

Written by: Brad Babyak, Integrated Facility Supervisor, Recreation and Sport  
Reviewed by: Lynne Lacroix, Director of Recreation and Sport  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/RS/2015/PDCS – Reserve and Rate Sufficiency Review/lc

**2016 CAPITAL BUDGET / 2017-2020 CAPITAL PLAN  
PROJECT DETAILS (\$'000s)**

**1658 CY-PARKS NEW SATELLITE MTNC BLDG**

	PRIOR YEARS BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN	2021 -2025 PLAN	TOTAL
<b>GROSS COST DETAILS</b>								
Construction	0	0	0	0	0	0	0	0
Evergreen District	0	15	135	0	0	0	0	150
Holmewood Sector	0	0	0	90	810	0	0	900
Hyde Park	0	150	0	0	0	0	0	150
Kensington Neighbourhood	0	15	135	0	0	0	0	150
Kinsmen Park	15	0	135	0	0	0	0	150
Lakewood Park	15	135	0	0	0	0	0	150
Peter Zakreski Park	20	130	0	0	0	0	0	150
Total GROSS COST DETAILS	50	445	405	90	810	0	0	1,800
<b>FINANCING DETAILS</b>								
CY CAPITAL RESERVE	(50)	0	0	0	0	0	0	(50)
PARKS AND RECREATION LEVY	0	(445)	(270)	(90)	(810)	0	0	(1,615)
UNFUNDED	0	0	(135)	0	0	0	0	(135)
Total FINANCING DETAILS	(50)	(445)	(405)	(90)	(810)	0	0	(1,800)

**Project Description**

This project is based on service review findings that indicate an expansion of Park maintenance buildings will be necessary as the area of City parks and open space continues to grow.

**General Comments**

To improve operating efficiencies of the Parks Maintenance program, a new service delivery model is required that includes new satellite maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods. This will reduce travel time to and from existing maintenance facilities to the parks, and will result in more effective use of staff resources and be safer for workers that travel on City roadways.

**Operating Impacts**

Three new buildings constructed in 2016 will require \$1,600 per building in contribution to the Civic Building Comprehensive Maintenance Reserve, and an estimated \$2,200 per unit in utilities costs in 2017.

\$4,800 CBCM

\$6,600 Utilities

**Prior Budget Approval**

Design of \$50,000 for satellite maintenance buildings located in Kinsmen Park, Lakewood Park and Peter Zakreski Park; funded from the Community Services Capital Reserve.

**Special Note:**

This project is subject to the approval of the Parks & Recreation Levy.



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **City of Saskatoon's Response to Refugee Crisis – Additional Information**

#### **Recommendation of the Committee**

That the report of the General Manager, Community Services Department, dated November 2, 2015, be received as information.

#### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated November 2, 2015, was considered.

The Committee is submitting the report to City Council as information. The report includes cost implications of options, as requested by City Council.

#### **Attachment**

November 2, 2015 report of the General Manager, Community Services Department.

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## City of Saskatoon's Response to Syrian Refugee Crisis – Additional Information

### Recommendation

That the information be received.

### Topic and Purpose

This report provides additional information on potential responses to the Syrian refugee crisis as requested by the Standing Policy Committee on Planning, Development and Community Services (Committee) at the October 6, 2015 meeting.

### Report Highlights

1. There are no significant updates from the community or other levels of government at this time.
2. The City of Saskatoon (City) is in the planning stages of a community education and awareness forum and has identified the cost implications of assisting the Saskatoon Refugee Coalition and other refugee-serving agencies with an overall communication strategy.
3. The Administration has identified a process to include privately sponsored refugees in the Leisure Access Program and the Discounted Bus Pass Program.

### Strategic Goal

Under the Strategic Goal of Quality of Life, the information presented in this report supports the four-year priority to implement the Immigration Action Plan.

### Background

During its October 6, 2015 meeting, the Committee resolved:

- “1. That the information be received;
2. That the initiatives identified on page 3 of the October 5, 2015 report of the General Manager, Community Services, with no cost implications including A, C, D, F, G, and H, be supported;
3. That the Administration report further with respect to any cost implications, of items B and E on page 3 of the above report; and
4. That the Administration consult with the provincial and federal government on what they are doing in the areas identified including the issues of transit services and issues around the identified options, and check further with organizations in the community, including faith-based organizations and those supporting refugees, on any updated information for further reporting to the Committee.”

A further report was requested for the November 2, 2015 meeting of the Committee.

## **Report**

### Updates from Community Organizations and Provincial and Federal Governments

Since the last report of October 6, 2015, the refugee crisis overseas has continued. The Saskatoon community remains connected internationally and nationally via the Welcome Refugees national community and the Canadian Council of Refugees; regionally through the Saskatchewan Association of Immigrants Settlement and Integration Agencies; and locally through the Saskatoon Refugee Coalition (SRC). Membership in the SRC includes all settlement-serving agencies in Saskatoon, all Saskatoon Sponsorship Agreement Holders, and other community members and organizations.

The Administration spoke with representatives from the community as well as the immigration divisions of both the provincial and federal governments, and at this time, there are no further updates with respect to the timing of arrival or potential numbers of refugees. There are no further updates with respect to where there may be additional funding supports made available or when it may come available.

Saskatoon Transit also contacted their counterparts from the provincial and federal governments asking if any new programs are being put in place to support additional immigrants/refugees or to directly support municipalities in provision of additional public transit services for immigrants not sponsored by the federal government. The response from the province was that, at present, there are no additional programs being put in place. Saskatoon Transit has not received a formal response from the federal government at this time, but the initial response was that they did not know if there were any changes to programs forthcoming.

### Cost Implications for Awareness, Education, and Communications Support

The Administration, in partnership with the SRC, is coordinating an awareness and education event on the refugee crisis at the Roxy Theatre on November 10, 2015, at 6:30 p.m., entitled: "Refugees Welcome: From Compassion to Action." This initiative is funded through the current operating budget.

As noted in the October 6, 2015 report, there are a number of initiatives that the refugee-serving agencies have identified as in need of some funding support in order to have a more coordinated communication strategy and to provide information to potential sponsoring agencies and the general public. The SRC is the most likely place residents would go to get information regarding refugee support, sponsorship, settlement, and integration. The City could provide support to the SRC for the development of a communication strategy that includes activities indicated in Table 1.

Table 1 – Potential Activities to Support the SRC

Coordination of small information sessions in the community on issues regarding refugees	\$300/session x 3 sessions = \$ 900
Development and short-term (6 months) management of a website for the SRC	\$4,000
Designing and printing of items such as brochures, posters, banner and informational items	\$1,100
<b>Total cost</b>	<b>\$6,000</b>

Including Privately Sponsored Refugees in the Leisure Access Program and the Discounted Bus Pass Programs

Citizenship and Immigration Canada (CIC) provides private sponsoring groups with information around financial requirements and needs for refugees. Included in this package of information is a sponsorship cost table indicating estimated income support required for refugees for the first year based on family size. The Administration has compared this information with the Low Income Cut-Offs used for the Leisure Access Program, and these rates fall within these cut-offs. The recommended process for privately sponsored refugees would be similar to the process utilized for Government-Assisted Refugees, with the sponsoring agency providing a letter confirming the refugee status of their applicants the same way CIC does for its clients. This process could be implemented immediately with only marginal financial implications.

**Options to the Recommendation**

The Committee/City Council could direct the Administration to implement any of the above noted actions.

**Public and/or Stakeholder Involvement**

The Administration continues to meet with key stakeholders in the community and together are planning the upcoming information session on November 10, 2015, as well as future community and stakeholder meetings.

**Communication Plan**

The Administration will continue working with community stakeholders involved with refugee settlement and support to share information and assist in planning and hosting community information sessions and work towards developing a communication strategy.

**Financial Implications**

The financial implications of the communication strategy activities as shown in Table 1 above, total \$6,000. There are no existing operating funds to assist with these costs, nor any residual grant funding remaining for 2015. City Council does have, at their discretion, the annual allocation in the Community Contingency Fund and reserve from the Assistance to Community Groups Cash Grant Social Program. The current balance in this reserve is \$11,600, and there is an additional \$4,800 available from the current 2015 budget allocation.

**Other Considerations/Implications**

There are no policy, environmental, privacy, or CPTED implications or considerations.

**Due Date for Follow-up and/or Project Completion**

Follow-up could begin immediately with work in the community being done over the next six to eight months, as directed by the community.

**Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

**Report Approval**

Written by: April Sora, Immigration, Diversity and Inclusion Consultant, and  
Shannon Hanson, Social Development Manager, Community Development

Reviewed by: Lynne Lacroix, Director of Community Development

Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CD/PDCS – City of Saskatoon's Response to Syrian Refugee Crisis – Additional Information/lc  
BF 074-15



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **License Agreement Renewal – Shearwater River Cruises Ltd.**

#### **Recommendation of the Committee**

1. That the agreement between the City of Saskatoon and Shearwater River Cruises Ltd. be approved, as outlined in the report of the General Manager, Community Services Department dated November 2, 2015; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the appropriate agreement under the Corporate Seal.

#### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated November 2, 2015, was considered.

#### **Attachment**

November 2, 2015 report of the General Manager, Community Services Department.

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## License Agreement Renewal – Shearwater River Cruises Ltd.

### Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the agreement between the City of Saskatoon and Shearwater River Cruises Ltd. be approved, as outlined in this report; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the appropriate agreement under the Corporate Seal.

### Topic and Purpose

This report is to provide an overview of the terms of the license agreement renewal with Shearwater River Cruises Ltd. (Shearwater River Cruises) and includes an update on a new dock to be installed at the Mendel dock site.

### Report Highlights

1. The City of Saskatoon (City) is seeking approval of a license agreement renewal with Shearwater River Cruises for the continued operation of the river boat tours.
2. Pending approval of the license agreement, the Shearwater River Cruises will undertake to install a new dock to replace the existing dock at the Mendel site, which is no longer useable.

### Strategic Goal

Under the Strategic Goal of Quality of Life, the recommendations of this report support the long-term strategy of ensuring existing and future leisure centres and other recreational facilities are accessible, physically and financially, and meet community needs.

### Background

In 2000, Peter Kingsmill, under Shearwater Properties Ltd., entered into a license agreement with the City, which was renewed every three years until the end of 2010. He operated river boat tours on the South Saskatchewan River using the Mendel site dock, operating two boats named the “Saskatoon Princess” and “Meewasin Queen.”

For the past three seasons, Mike and Joan Steckhan have operated Inland Marine Technologies and Shearwater River Cruises, providing tours on a boat named the “Prairie Lily”, which they purchased and brought to Saskatoon in 2012.

## **Report**

### Terms of Agreement

Shearwater River Cruises operates the tour boat, the Prairie Lily, on the South Saskatchewan River within the city limits of Saskatoon. The vessel carries passengers for tours where passengers embark and disembark at the dock by the Mendel Building. The operation does not require any shoreline structures to facilitate boarding or the sale of tickets.

The key terms of the agreement include:

1. The City agrees to allow Shearwater River Cruises access to the Mendel Building Lands for the purpose of conducting a river tour boat business. They will provide this license to Shearwater River Cruises at no charge, subject to Shearwater River Cruises performing its obligations under the agreement, and for the sole purpose of providing Shearwater River Cruises with docking facilities for its river tour boat business.
2. The term of the agreement will be for five years, with the option to renew for an additional five years.
3. Shearwater River Cruises agrees to use the Mendel Site dock in such a manner as to not restrict access by any other commercial users.
4. At their own expense, Shearwater River Cruises will install a new dock to allow passengers to embark and disembark the boat. This dock will be the property of Shearwater River Cruises. They will be responsible for ongoing maintenance, and should Shearwater River Cruises discontinue operations, the dock will be removed at their expense.

### City-Owned Dock

The existing city-owned dock at the Mendel site is no longer useable to load and unload passengers. In 2014, Shearwater River Cruises installed a temporary ramp that extends over the existing City-owned dock from the river edge to the boat in order to safely load and unload passengers to the Prairie Lily.

With the end of the 2015 season, Shearwater River Cruises, in consultation with Recreation and Sport Division, Facilities and Fleet Management Division, and the Meewasin Valley Authority, is now in the process of removing the existing dock. And, pending approval of their license agreement renewal, Shearwater River Cruises will be installing a new dock that will provide safe transfer of passengers to and from the Prairie Lily. The new dock will be installed to better withstand the high river flow levels and to prevent any damage similar that which occurred to the existing dock.

### **Options to the Recommendation**

The option exists to not approve the license agreement or to not approve the proposed terms of the license. At this time, there has been no other interest in operating a similar service.

**Public and/or Stakeholder Involvement**

Shearwater River Cruises has been involved in the process of drafting the terms for the license and is in agreement with all terms and conditions.

**Other Considerations/Implications**

There is no policy, financial, environmental, privacy, or CPTED implications or considerations. No communication plan is required at this time.

**Due Date for Follow-up and/or Project Completion**

No follow-up is required at this time.

**Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

**Report Approval**

Written by: Lindsay Cockrum, Open Space Consultant, Recreation and Sport Division  
Reviewed by: Lynne Lacroix, Director of Recreation and Sport  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/RS/2015/PDCS - License Agreement Renewal – Shearwater River Cruises Ltd./ks



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Update on the Development of the Active Transportation Plan

### Recommendation of the Committee

That the report of the General Manager, Community Services Department, dated November 9, 2015, be received as information.

### History

At the November 9, 2015 meeting of the Standing Policy Committee on Transportation, a report of the General Manager, Community Services Department, dated November 9, 2015, was considered.

Your Committee also received a presentation from Mr. Bryan Patterson, Senior Community Transportation Planner from Urban Systems Ltd., who provided a progress update on the Active Transportation Plan.

### Attachment

November 9, 2015 report of the General Manager, Community Services Department.

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## Update on the Development of the Active Transportation Plan

### Recommendation

That the report of the General Manager, Community Services Department, dated November 9, 2015, be forwarded to City Council as information.

### Topic and Purpose

The purpose of this report is to provide an update on the development of the Active Transportation Plan (ATP).

### Report Highlights

1. The ATP is being developed in five phases. The project is roughly 50% complete.
2. Since the ATP was launched in April, 2015, over 2,000 residents and stakeholders have been engaged through various activities and events.
3. It is anticipated that the ATP will contain recommendations in the following areas:
  - i) bicycle parking and integration with transit;
  - ii) land use and growth plans to support moving around with active transportation;
  - iii) maintenance and accessibility;
  - iv) education and awareness;
  - v) safety; and
  - vi) connectivity of walking and cycling facilities.

### Strategic Goals

The ATP supports the City of Saskatoon's (City) Strategic Goal of Moving Around. The ATP will support the development of an integrated transportation network that is safe, practical, and convenient for all users, including people driving, riding transit, cycling, and walking. The ATP will include recommendations to address accessibility, facility maintenance, safety, network connectivity, and travel behaviours and attitudes for active travel modes.

The ATP also supports other Strategic Goals including: Quality of Life (increase recreational and leisure opportunities and opportunities in a Winter City); Economic Diversity and Prosperity (invest in infrastructure needed to attract and support new businesses and skilled workers to the City); and Environmental Leadership (increase energy efficiency of transportation).

### Background

At its December 4, 2012 meeting, City Council approved the Active Transportation Reserve, which provides base funding to be phased in and supplemented with one-time capital funding until the base reaches \$500,000 annually. The development of the ATP

is funded from this reserve. Approved capital project funds, in the amount of \$100,000 in 2014 and an additional \$150,000 in 2015, have been allocated for the development of an ATP.

At its October 27, 2014 meeting, City Council approved the ATP terms of reference, including project purpose, objectives, and a preliminary timeline and process for 2014 to 2016.

At its February 23, 2015 meeting, City Council approved the award of contract for the development of the ATP to Urban Systems Ltd. for a total of \$209,987.98 (including GST).

### Report

The City's ATP is being developed over a five-phase process:

- i. **Phase 1: Setting the Stage** includes a review of existing City plans and strategies, analyzing existing conditions, conducting a best practice review, and outlining the benefits of walking, cycling, and other forms of active transportation in Saskatoon.
- ii. **Phase 2: Developing a Vision** involves developing a vision for active transportation in Saskatoon, along with goals, objectives, and targets that support the Strategic Plan 2013 to 2023, Growth Plan to Half a Million, and other key plans and strategies.
- iii. **Phase 3: Identifying Possibilities** focuses on identifying potential active transportation infrastructure improvements and supportive policies and standards.
- iv. **Phase 4: What is the Preferred Plan?** Identifies priority actions, recommendations, and timelines.
- v. **Phase 5: How do We Make this Happen?** Identifies cost estimates, strategic partnerships, and a phasing and funding strategy to ensure the ATP is implementable with available resources.

Since the ATP was publically launched in April 22, 2015, Phases 1 through 3 have largely been completed.

Based on technical analysis and public engagement, it is anticipated that the ATP will contain recommendations in the following areas: bicycle parking and integration with transit; land use and growth to support moving around with active transportation; maintenance and accessibility; education and awareness; safety; and connectivity of walking and cycling facilities.

### Public and/or Stakeholder Involvement

Over 2,000 Saskatoon residents have been engaged through a variety of events, activities, and communications, including:

- i. a statistically representative telephone survey, reaching over 600 residents;
- ii. an interactive online survey, generating 1,400 responses;
- iii. a public drop-in event, with 150 residents in attendance;

## Update on the Development of the Active Transportation Plan

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- iv. two stakeholder workshops, with over 100 participants representing a variety of interest groups; and
- v. four online “Question of the Month” surveys, generating over 275 responses.

Online Engagement, allowing participants to get involved at their own convenience, is being conducted through Growingfwd.ca, email, and social media. Several additional channels are being used to promote ATP events and activities, including utility bill inserts, appearances on local morning news shows, print advertising, pop-up booths, and public service announcements.

These engagement activities were conducted to understand current travel behaviour, attitudes toward active transportation, identify issues and challenges, as well as generate ideas on improving active transportation in Saskatoon.

The ATP has engaged a broad range of internal and external stakeholders representing many sectors and perspectives. A project steering committee, comprised of representatives from various civic departments and representatives from the Saskatoon Health Region, Meewasin Valley Authority, and University of Saskatchewan School of Public Health is guiding the development of the ATP. In addition, a stakeholder advisory committee has been formed, consisting of representatives from local businesses; aboriginal community; newcomers; seniors; education, including post-secondary; community associations; health promotion; disabilities; environment; cycling; transit users; and recreational walking/running groups.

### **Communication Plan**

The Administration and the Consultant have developed a Communications and Engagement Strategy (Strategy) as a key component of the ATP. The Strategy outlines actions to ensure that a board audience is informed, and key sectors and interest groups are consulted in the development of the ATP.

### **Other Considerations/Implications**

There are no options, policy, financial, environmental, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

The project is expected to be ongoing until March 2016, with communications to Committee(s) and City Council occurring at key milestones throughout the project.

### **Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

### **Report Approval**

Written by: Vicky Reaney, Senior Planner, Long Range Planning  
Reviewed by: Alan Wallace, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CP/2015/TRANSP – Update on the Development of the ATP/ks



## **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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### **Amendments to Bylaw No. 7200, The Traffic Bylaw – Speed Limit Changes**

#### **Recommendation of the Committee**

1. That a speed limit of 60 kph on Range Road 3060 from the north City Limit south to highway 16 be established;
2. That a speed limit of 60 kph on Wanuskewin Road between 51<sup>st</sup> Street to a point 450 metres north of Adilman Drive be established;
3. That a speed limit of 70 kph on Wanuskewin Road from a point 450 metres north of Adilman Drive to a point 370 metres north of 71<sup>st</sup> Street be established;
4. That a speed limit of 80 kph on Range Road 3055 from 71<sup>st</sup> Street West to the north City Limit be established;
5. That a speed limit of 90 kph on Wanuskewin Road from a point 370 metres north of 71<sup>st</sup> Street to the north City Limit be established;
6. That a speed limit of 90 kph on 71<sup>st</sup> Street West from Thatcher Avenue west to the City Limits be established;
7. That a speed limit of 100 kph on Highway 11 from a point 470 meters south of Circle Drive East to the south City Limit be established; and
8. That the City Solicitor be requested to prepare the appropriate bylaw amendment to Bylaw No. 7200, The Traffic Bylaw to go into effect February 1, 2016.

#### **History**

At the November 9, 2015 meeting of the Standing Policy Committee on Transportation, a report of the General Manager, Transportation and Utilities Department, dated November 9, 2015, was considered.

#### **Attachment**

November 9, 2015 report of the General Manager, Transportation and Utilities Department.

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## Amendments to Bylaw No. 7200, The Traffic Bylaw – Speed Limit Changes

### Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:

1. That a speed limit of 60 kph on Range Road 3060 from the north City Limit south to highway 16 be established;
2. That a speed limit of 60 kph on Wanuskewin Road between 51<sup>st</sup> Street to a point 450 metres north of Adilman Drive be established;
3. That a speed limit of 70 kph on Wanuskewin Road from a point 450 metres north of Adilman Drive to a point 370 metres north of 71<sup>st</sup> Street be established;
4. That a speed limit of 80 kph on Range Road 3055 from 71<sup>st</sup> Street West to the north City Limit be established;
5. That a speed limit of 90 kph on Wanuskewin Road from a point 370 metres north of 71<sup>st</sup> Street to the north City Limit be established;
6. That a speed limit of 90 kph on 71<sup>st</sup> Street West from Thatcher Avenue west to the City Limits be established;
7. That a speed limit of 100 kph on Highway 11 from a point 470 meters south of Circle Drive East to the south City Limit be established; and
8. That the City Solicitor be requested to prepare the appropriate bylaw amendment to Bylaw No. 7200, The Traffic Bylaw to go into effect February 1, 2016.

### Topic and Purpose

The purpose of this report is to amend Bylaw No. 7200, The Traffic Bylaw to establish the speed limits on recently annexed roadways, and to clarify the transition of the speed limit on Wanuskewin Road.

### Report Highlights

The Provincial *Traffic Safety Act* states that the speed limit on roadways outside of City Limits is 80 kph, unless otherwise signed. Upon annexation, speed limits must be established in Bylaw No. 7200, The Traffic Bylaw.

### Strategic Goal

This report supports the Strategic Goal of Moving Around by providing safer roads for all road users (pedestrians, cyclists, and drivers), and optimizing the flow of people and goods in and around the city.

### Background

The City of Saskatoon recently annexed roadways which previously were regulated by the Provincial *Traffic Safety Act* and must now be included in Bylaw No. 7200, The Traffic Bylaw.

The recommended maximum allowable speeds for new and/or modified roadways are based on road classification, adjacent land use, driver behaviour and familiarity, and/or safety concerns. The goal is to establish a reasonable and safe speed limit that is appropriate for a particular roadway based on its design and classification.

The posted speed limit should also ensure continuity and reflect the behaviour of the majority of drivers under favourable conditions.

### **Report**

The speed limits on roadways outside of City Limits are governed by *The Traffic Safety Act* which states that the speed limit on any provincial roadway is 80 kph unless otherwise signed. Bylaw No. 7200, The Traffic Bylaw, Schedule No. 4 (Maximum Speeds) lists in detail the maximum speed limits for specific roadways within the city boundary. Schedule No. 4 states that any roadways within the City boundary not included on the list have a maximum speed limit of 50 kph. Therefore, the speed limit on annexed roadways without speed limit signage would become 50 kph if not addressed specifically.

The Administration is recommending that the following list of annexed roadways be added to Bylaw No. 7200, The Traffic Bylaw, Schedule No. 4 list to maintain the current speed limit to ensure safe driving conditions and driver familiarity, since no changes to adjacent land use have been made since the annexation:

- 60 kph – Range Road 3060 from the north City Limit south to Highway 16;
- 80 kph – Range Road 3055 from 71<sup>st</sup> Street West to the north City Limit;
- 90 kph – Wanuskewin Road from a point 370 metres north of 71<sup>st</sup> Street to the north City Limit;
- 90 kph – 71<sup>st</sup> Street West from Thatcher Avenue west to the City Limits; and
- 100 kph – Highway 11 from a point 470 metres south of Circle Drive East to the south City Limit.

In addition, Bylaw No. 7200, The Traffic Bylaw needs to be clarified that on Wanuskewin Road near Adilman Drive, the transition from 60 kph to 70 kph will occur at a point 450 metres north of Adilman Drive to ensure consistency with intent and signage in the field. Therefore, the following speed limits require clarification:

- 60 kph – Wanuskewin Road between 51<sup>st</sup> Street to a point 450 metres north of Adilman Drive; and
- 70 kph - Wanuskewin Road from a point 450 metres north of Adilman Drive to a point 370 metres north of 71<sup>st</sup> Street.

Speed limits in the annexed land and surrounding areas are illustrated in Attachment 1.

### **Policy Implications**

Upon approval by City Council, amendments to Bylaw No. 7200, The Traffic Bylaw will be required.

**Financial Implications**

The cost implications are nominal and are provided for in the existing Operating Budget.

**Other Considerations/Implications**

There are no options, public and/or stakeholder involvement, communication, environmental, privacy, or CPTED considerations or implications.

**Due Date for Follow-up and/or Project Completion**

Speed limit signage will be modified by February 1, 2016.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

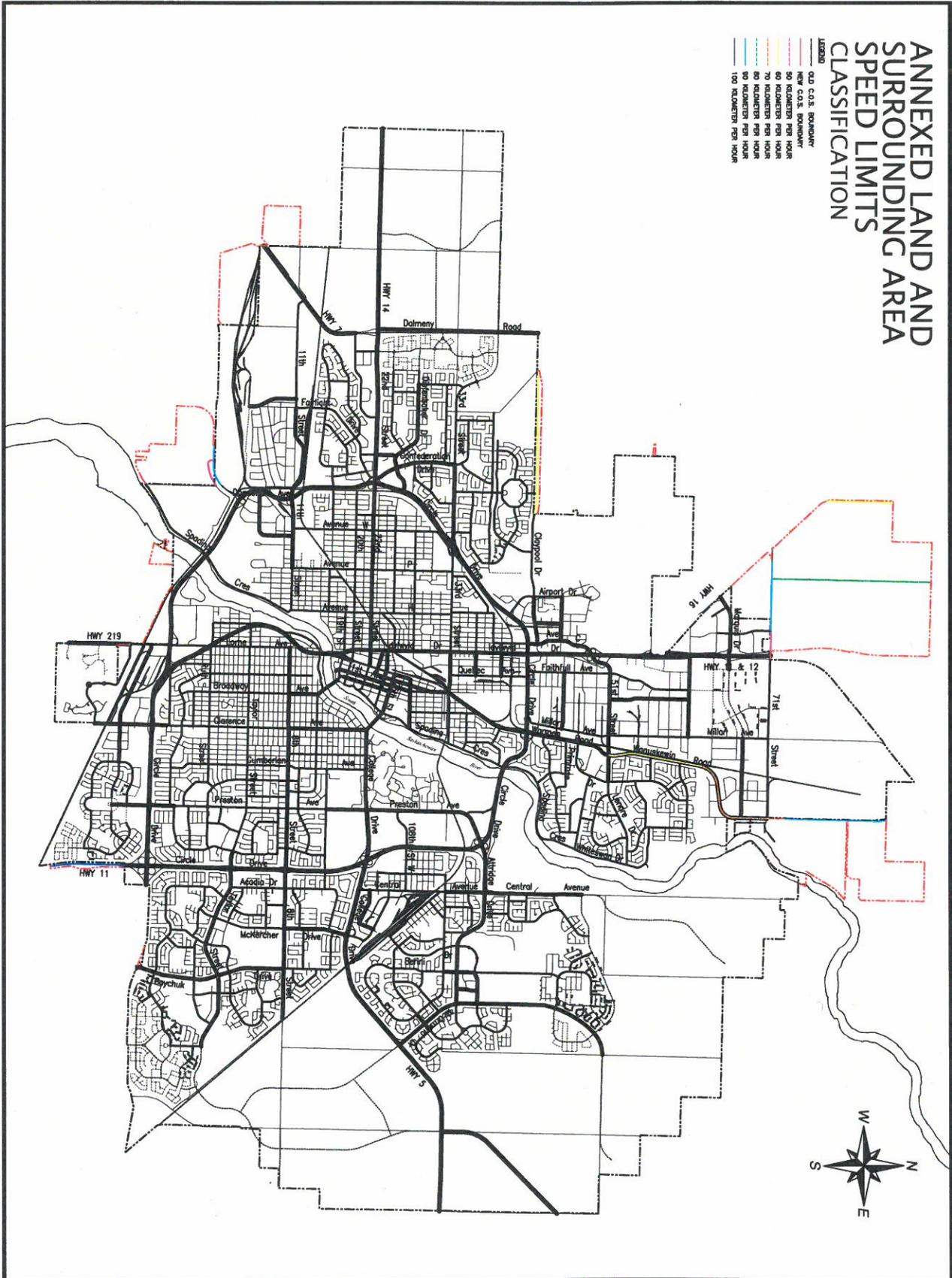
**Attachment**

1. Annexed Land and Surrounding Area Speed Limits

**Report Approval**

Written by: Mariniel Flores, Transportation EIT, Transportation  
Reviewed by: Jay Magus, Engineering Section Manager, Transportation  
Reviewed by: Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

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# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Accessible Pedestrian Signals – Award of Contract

### Recommendation of the Committee

1. That the City enter into an agreement with AstroGraphic Industries Ltd. for the supply of Accessible Pedestrian Signal equipment at a total cost of \$215,872.80 (including GST and PST) over a three year period;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the report be provided to the Saskatoon Accessibility Advisory Committee for information.

### History

At the November 9, 2015 meeting of the Standing Policy Committee on Transportation, a report of the General Manager, Transportation and Utilities Department, dated November 9, 2015, was considered.

### Attachment

November 9, 2015 report of the General Manager, Transportation and Utilities Department.

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## Accessible Pedestrian Signals – Award of Contract

### Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:

1. That the City enter into an agreement with AstroGraphic Industries Ltd. for the supply of Accessible Pedestrian Signal equipment at a total cost of \$215,872.80 (including GST and PST) over a three year period; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to obtain approval to enter into a contract with AstroGraphic Industries Ltd. for supply, training and future support of the two-wire Accessible Pedestrian Signals (APS) equipment. These APS are supplemental devices installed at signalized intersections that support the “walk” signal to make the city more accessible for all citizens.

### Report Highlights

1. The installation of APS will provide audible cues to enhance accessibility and mobility for pedestrians with vision impairments.
2. A three year contract with AstroGraphic Industries Ltd. is being recommended at a total cost of \$215,872.80 (including GST and PST). AstroGraphic submitted the highest value proposal to the City’s Request for Proposal (RFP).

### Strategic Goal

This report supports the Strategic Goal of Moving Around by optimizing the flow of people and goods in and around the city.

### Background

The Transportation division requested proposals for two-wire APS equipment to fulfill the City’s commitment to pedestrians with vision impairment. The key requirement was to obtain robust equipment that could be cost-effectively installed and maintained. The proposals included supply, integration, training and support for the equipment.

The City’s commitment is to upgrade at least five existing signalized intersections with APS devices each year. In addition, the City’s standard practice is to install APS devices as part of all new signal installations where pedestrian crosswalks exist and where visual pedestrian signal indications are provided.

## Report

### System Requirements

Procurement of two-wire APS is required to provide accessibility for the visually impaired users. The system provides audible cues when activated by indicating the direction of travel for pedestrians which allows users with visual impairment to cross signalized intersections.

The proposed system is easy to install and maintain, and offers flexibility to adapt to future needs. A three year contract would also provide a measure of uniformity in APS installations throughout the city. An RFP was issued on July 27, 2015 and two qualified proposals were received from the following companies:

- Econolite Canada Inc., Markham ON
- AstroGraphic Industries Ltd., Surrey BC

The proposals were evaluated according to the following criteria as outlined in the RFP:

- 25 points – Ease of installation and meeting requirements of RFP
- 20 points – Quality of APS assembly
- 10 points – Support from vendor
- 15 points – Ease of use of supporting software
- 20 points – Price
- 10 points – Vendor experience and references

Using the above criteria, a panel of City staff evaluated the proposals. The proposal with the highest score was from AstroGraphic Industries Ltd.

### Three Year Contract

The equipment has the following features:

- Two-wire connection simplifying installation and maintenance;
- Equipment can be easily integrated with any existing traffic signal infrastructure and does not require any additional hardware installation at the pole;
- Customized voice messages can be programmed;
- The APS are well-constructed and have piezo pushbuttons and a vibrating feature, which further aids visually impaired individuals and reduces maintenance issues (pushbuttons are rated for millions of activations); and
- Robust equipment proven to work in harsh climates (-40C to +80C).

The terms of the contract are as follows:

- A Supply of 260 APS and 26 controller units over the three year contract;
- Provide three day in-house training on the equipment;
- Supply all required software and cable interface equipment; and
- Provide ongoing support for the product.

All field installation work will be completed by City crews. Vendor’s assistance and support will be required for initial set-up, equipment calibration and system configuration.

**Financial Implications**

A significant portion of the APS equipment will be used to retrofit or upgrade the existing traffic signals funded by Capital Project #1963 – Corporate Accessibility Implementation, which to date has \$164,000 of approved funding available. The remaining equipment will be installed at future signalized intersections and funded by the respective capital projects. Purchases beyond the current available funding will be subject to future budget approvals.

Contract Amount	\$196,248.00
GST	9,812.40
PST	<u>9,812.40</u>
Total Cost	\$215,872.80
GST Rebate	<u>(9,812.40)</u>
Net Cost to the City	<u>\$206,060.40</u>

**Other Considerations/Implications**

There are no options, public/or stakeholder involvement, communication, policy, environmental, privacy, or CPTED considerations or implications.

**Due Date for Follow-up and/or Project Completion**

No follow-up report is required. Installation of the system component will begin in the fall of 2015 with continued installations as further intersections come into service over the life of the contract.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**Report Approval**

Written by: Greg Borisko, Operation Superintendent, Electronic Shop  
Reviewed by: Cory Funk, Traffic Operations & Control Manager, Transportation  
Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department



## **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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### **2014 – 2015 Street Maintenance Towing - Request for Change Order**

#### **Recommendation of the Committee**

That a change order in the amount of \$132,881.50 (taxes included) for Purchase Order No. 351617 with Always Towing Ltd. for the 2014-2015 Street Maintenance Towing be approved.

#### **History**

At the November 9, 2015 meeting of the Standing Policy Committee on Transportation, a report of the General Manager, Transportation and Utilities Department, dated November 9, 2015, was considered.

#### **Attachment**

November 9, 2015 report of the General Manager, Transportation and Utilities Department.

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## 2014 – 2015 Street Maintenance Towing - Request for Change Order

### Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:  
That a change order in the amount of \$132,881.50 (taxes included) for Purchase Order No. 351617 with Always Towing Ltd. for the 2014-2015 Street Maintenance Towing be approved.

### Topic and Purpose

The purpose of this report is to receive approval to increase Blanket Purchase Order No. 351617 with Always Towing Ltd. for the 2014 – 2015 Street Maintenance Towing.

### Report Highlights

1. Towing Services is a requirement for Public Works programs, most notably the sweeping program.
2. The street maintenance towing purchase order needs to be increased in the amount of \$132,881.50 (taxes included).
3. For 2016, Public Works will update the contract quantities and terms to include work from other areas of the City and to reflect the actual towing requirements.
4. Communications programs will continue to be enhanced, in the interest of improving compliance and reducing required towing.

### Strategic Goals

The recommendations in this report support the Strategic Goal of Continuous Improvement by utilizing resources as efficiently as possible. Removing vehicles for maintenance programs allows crews to maintain a consistent level of service to all residents.

### Background

Public Works is responsible for the maintenance of public roadways. In previous years, maintenance operations such as sweeping or residential snow grading would manoeuvre around vehicles, but this process resulted in a poor and inconsistent end result.

The sandwich board signing program was piloted with the fall sweep in 2013, and has been in place since then for programs requiring neighbourhood-level parking restrictions. Vehicles left on the street are typically ticketed and towed. Ticket revenue goes to the City's General Revenues, and towing costs are funded by Public Works operating programs.

## **Report**

### Action Plan and Requirement for Change Order

After last year's success of the program and communication about the signage use, the estimate of the amount of vehicles that would be towed during this year's program was reduced. Unfortunately, an increase in non-compliance in parking occurred, resulting in higher towing costs as more vehicles needed to be relocated.

In September of 2014, Public Works tendered the 2014 - 2015 towing contract. Always Towing Ltd. was the successful low bidder, and was awarded the tender for an estimated value of \$196,188.50.

Administration is recommending that Purchasing Services be approved to issue a change order to Always Towing Ltd. for \$132,881.50 (taxes included) for services provided. This would raise the purchase order value to a total of \$329,070 (taxes included).

For 2016, Public Works increased towing requirements due to new neighbourhoods and the incorporation of other divisions' towing requirements in order to take advantage of bulk purchase discounts. Public Works will also set up a process to track committed costs to identify and address any issues in a more timely fashion.

### **Financial Implications**

The total cost of the change order required is \$132,881.50 (taxes included) which contributes to the deficit year end projection of the sweeping program.

Ticket revenue goes to the City's General Revenues, and towing overages are funded by Public Works operating programs.

### **Options to the Recommendation**

Future options may be to not tow vehicles. This would result in not sweeping streets with too many parked vehicles or sweeping around parked vehicles, which would result in inconsistent service levels to residents and incomplete work.

### **Other Considerations/Implications**

There are no public and/or stakeholder involvement, communications, policy, environmental, privacy, or CPTED implications or considerations.

### **Communications**

Public Works will investigate and develop, with the help of the communications team, a communication plan to help increase compliance with parking restrictions during its programs.

### **Due Date for Follow-up and/or Project Completion**

There is no follow-up required.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**Report Approval**

Written by: Brian AuCoin, Operations Engineer – Logistics and Procurement  
Reviewed by: Russ Munro, Logistics and Procurement Manager  
Reviewed by: Pat Hyde, Director of Public Works  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

TRANS BA – 2014 – 2015 Street Maintenance Towing - Request for Change Order



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Building Better Roads – 2015 Year End Review

### Recommendation of the Committee

That the report of the General Manager, Transportation & Utilities Department dated November 9, 2015, be received as information.

### History

At the November 9, 2015 meeting of the Standing Policy Committee on Transportation, a report of the General Manager, Transportation and Utilities Department, dated November 9, 2015, was considered.

### Attachment

November 9, 2015 report of the General Manager, Transportation and Utilities Department.

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## Building Better Roads – 2015 Year End Review

### Recommendation

That the report of the General Manager, Transportation & Utilities Department dated November 9, 2015, be forwarded to City Council for information.

### Topic and Purpose

The purpose of this report is to provide a review of the repair, maintenance, construction and communication programs as part of the 2015 Building Better Roads initiative.

### Report Highlights

1. The success of the 2015 Building Better Roads program is reviewed as the summer road construction season comes to an end.
2. Building Better Roads communication activities were successfully executed through a variety of channels and new tools were used.
3. The 2016 Building Better Roads program is expected to continue bringing improvements to Saskatoon's road network, by methodically reducing the backlog of work required on poor to failed roadways, and performing enough rehabilitation work that the network does not deteriorate.
4. Increased funding will contribute to improve the condition, safety and longevity of the roads.

### Strategic Goals

This report supports the Strategic Goals of Continuous Improvement, Asset and Financial Sustainability, Quality of Life, and Moving Around.

### Background

As the second year of the Building Better Roads program draws to a close, this report is intended to summarize results and provide a snapshot of progress made. A similar report was provided in fall of 2014.

### Report

Building Better Roads is Saskatoon's most aggressive program of road construction, repairs and maintenance ever. The program started in 2014 after the *2013 Civic Services Survey* identified road conditions as the single most important issue affecting the city, and citizens were indicating they supported increased investment in roadways. In 2014 and 2015, the annual survey indicated roads continued to be a priority to Saskatoon residents.

This year, more than \$53 million was spent on Saskatoon roads, including street sweeping, pothole patching, sidewalk rehabilitation, back lane upgrades, road construction and repair, as well as snow and ice management. This marked an investment of \$3 million more than last year, and \$20 million more than in 2013.

Building Better Roads includes the following programs:

- Construction Projects (Roadway Preservation and Rehabilitation)
- Sidewalk Repair and Reconstruction
- Spring/Summer Pothole Blitz
- Back Lane Maintenance and Reconstruction
- Line Painting
- Spring/Summer/Fall Street Sweeping
- Traffic Detours – Know Before You Go!
- Work Zone Safety
- Snow and Ice Operations

2014 Building Better Roads Highlights

Program	2015	2014	2013
Construction Projects (Roadway Preservation and Rehabilitation)	220 km of roads paved, bringing the total over two years to roughly the same distance from here to Medicine Hat.	200 lane kilometres of road preserved and rehabilitated	78 lane kilometres resurfaced
Sidewalk Repair and Reconstruction	5.4 km of sidewalks replaced—2.5 times the length of the longest runway at the Saskatoon Airport.	6 km of sidewalks rehabilitated	1.7 km rehabilitated
Spring/Summer Pothole Blitz	An estimated 2,845 tonnes of asphalt used to repair 163,000 potholes (based on a 12" x 4" sized pothole).	An estimated 3,300 tonnes of asphalt was used to repair 188,000 potholes	
Back Lane Maintenance and Reconstruction	400+ km of gravel back lanes graded and 24 km of gravel back lanes reconstructed. This work was spread over 136 locations city-wide. 3.9 km of paved back lanes rehabilitated with 2015 funding	More than 400 km of gravel back lanes were graded	
		13 km of gravel back lanes rebuilt	12 km of gravel back lanes rebuilt
		3.9 km of paved back lanes rehabilitated with 2014 funding	
Line Painting	911 km of lane lines painted and 11.8 km of durable markings applied. Durable markings are used where appropriate and last 7-10 years longer.	870 km of edge, centre and lane lines were painted	
		27 km of durable markings applied	11.2 km applied
Spring/Summer/Fall Street Sweeping	6 weeks of street sweeping over 61 neighbourhoods city-wide that resulted in the removal of 1,520 tandem dump truck loads of debris.	Included 61 residential neighbourhoods, 96 school zones and 10 industrial and suburban centres	

New in 2015 was the introduction of digital data collection methods designed to improve the efficiency and quality of rehabilitation programs. These included an electronic data collection system used to objectively rate sidewalks, in addition, in 2014 a condition assessment of the entire road network was also commissioned to acquire objective data on all roadways.

Improvements were also made to the Report-a-Pothole application, making it easier for residents to identify and report potholes as well as creating efficiencies for crews to locate and repair them.

A huge success this year was the early completion of the University Bridge rehabilitation project, allowing this iconic piece of infrastructure to continue to serve commuters for many years to come. Significant rehabilitation was also completed on the Highway 11 and 16 Cloverleaf overpass.

Minimizing the impact to the public is a significant priority, whether that be the coordinated scheduling of projects, completing night work where suitable, developing detour plans to maintain traffic flow, or effectively communicating impacts to residents. In an effort to minimize disruption and delays to drivers and residents, a total of 90 nights of night work were scheduled in 2015, reducing the amount of time high-traffic roads were closed for construction.

With the significant amount of work undertaken, the amount of work zones also increased. This year, there were no major safety incidents reported by road crews and contractors.

#### 2015 Building Better Roads Communication Highlights

Communication activities for Building Better Roads were executed through the media, road restriction service alerts, the website, social media, paid radio and print advertising, Mayor and Councillor weekly updates, targeted communication tools specific to construction activities around residential and commercial properties, and construction and maintenance signage. The mix of communication activities created maximum public exposure and understanding of road repair, maintenance and construction programs.

New communication tools used this construction season included:

- Development of content on the newly launched saskatoon.ca at shortcut saskatoon.ca/BetterRoads and on the homepage Announcements section
- The addition of an 'Online Construction Survey' to invite feedback on neighbourhood construction impacts, communications, and overall impressions
- The enhanced Report-a-Pothole map which made it easier for citizens to identify precise locations of potholes
- Electronic copies of construction notices shared with Councillors for easy access to information on construction in their neighbourhoods when fielding resident inquiries

- Digital ads to educate residents on construction processes and projects, and directing them to [saskatoon.ca/BetterRoads](http://saskatoon.ca/BetterRoads) for more information and construction communication tools
- Two inserts in residents' utility bills: 1) at start of construction season to advise people where to go all summer long for construction information, and 2) at the end of construction season to report back to citizens on the season's results
- An increased use of onsite construction signage including 'Road Repairs Coming This Summer' signage at spring melt and campaign signage like those for the University Bridge 'Pain in the Asphalt' campaign
- Interview-style radio ads explaining City construction programs, projects and schedules
- Automated Traffic Detour service alerts at [saskatoon.ca/service-alerts](http://saskatoon.ca/service-alerts) and @YXEServiceAlert on Twitter

### 2015-16 Better Winter Roads and 2016 Building Better Roads

This year was the continuation of improving roads in Saskatoon. Increased funding will contribute to maintaining the condition, safety and longevity of the City's roads, and the 2016 Building Better Roads program is expected to continue bringing improvements to Saskatoon's road network, by slowly reducing the backlog of work required on poor to failed roadways, and performing enough rehabilitation work that the network does not deteriorate.

Throughout the winter phase of this program, Better Winter Roads, the programs will continue to focus on the condition and safety of the roads through plowing, grading and sanding. Communications will focus on educating the public on the City's snow and ice programs through media announcements, snow and ice updates to coincide with snow events, social media, paid advertising, Mayor and Councillor weekly updates, and other tools that will give the public a better understanding of the City's snow operations and level of service.

### **Public and/or Stakeholder Involvement**

A survey of citizens is scheduled for fall 2015, to ask residents whether they felt they had access to the construction information they needed this summer. As the 2016 Building Better Roads communication plan is developed, this feedback will be incorporated and the plan formed accordingly.

Another 2016 goal will be to focus on having continual conversation to familiarize Saskatoon residents with the City's road plan and to inform citizens of each construction and maintenance project and how these projects will affect how they move around.

### **Communication Plan**

The results of the 2015 Building Better Roads Program are being communicated to the public through the news media, utility bill insert, newspaper and radio ads, visual/digital media (before and after images, animated progress map, infographics), and the City's website and social media channels.

**Other Considerations/Implications**

There are no policy, financial, environment, privacy, or CPTED implications or considerations.

**Due Date for Follow-up and/or Project Completion**

A follow up report is not required.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**Report Approval**

Written by: Colleen Cameron, Communications & Marketing Manager for  
Transportation & Utilities  
Reviewed by: Carla Blumers, Director of Communications  
Reviewed by: Mike Gutek, Director of Major Projects  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

TRANS CC – Building Better Roads – 2015 Year End Review



## **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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### **Extension of Owner's Engineering Services for the Circle Drive South Project**

#### **Recommendation of the Committee**

1. That the extension for \$600,000 for the Owner's Engineering Services from Stantec Consulting Ltd. for the Circle Drive South Project be approved; and
2. That the City Solicitor be requested to amend the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

#### **History**

At the November 9, 2015 meeting of the Standing Policy Committee on Transportation, a report of the General Manager, Transportation and Utilities Department, dated November 9, 2015, was considered.

#### **Attachment**

November 9, 2015 report of the General Manager, Transportation and Utilities Department.

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## Extension of Owner's Engineering Services for the Circle Drive South Project

### Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:

1. That the extension for \$600,000 for the Owner's Engineering Services from Stantec Consulting Ltd. for the Circle Drive South Project be approved; and
2. That the City Solicitor be requested to amend the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### Topic and Purpose

Administration is seeking City Council approval to extend the Owner's Engineering Services from Stantec Consulting Ltd. (Stantec) for the Circle Drive South Project.

### Report Highlights

1. Stantec was awarded the Owner's Engineering Services contract for the Circle Drive South Project following a competitive bid process in 2008.
2. Due to additional work being included in the scope of the project, as well as the project being delayed, costs have increased to the Owner's Engineering Services contract price.
3. Administration is seeking an increase/extension to the contract, as per civic policy, to pay for this additional work.

### Strategic Goal

The Circle Drive South Project supports the strategic goal of Moving Around. This Project will help support the long-term strategy of creating an optimal flow of people and goods in and around the city.

### Background

At its meeting held on December 15, 2008, following a competitive bid process, City Council approved the contract with Stantec for the Owner's Engineering Services for the Circle Drive South Project. At that time, the contract amount was estimated on a yearly basis, as the scope of work was evolving.

### Report

The Circle Drive South Project included ten kilometres of roadways, three railway overpasses, five roadway overpasses, and a new crossing of the South Saskatchewan River. Construction started in spring 2010, with the project scheduled to open September 30, 2012 but was delayed to July 31, 2013.

Stantec is the City's Owner's Engineer who:

- Assisted the Administration in setting up the documentation and process for the design-build tenders;
- Assisted in meeting the requirements for the agreements with the federal and provincial governments;
- Performed contract administration;
- Conducted design review; and
- Provided quality assurance and control of the design-build contract.

Due to the following reasons, the City extended the contract with Stantec:

- Additional inspection work was required due to the delay in contract completion;
- In this Design Build project, the City required additional inspections by Stantec for quality assurance throughout the Project;
- Geotechnical fees were not included in the original Stantec proposal and were added to the commission;
- Stantec was used for the Owner's Engineering work on the Preston Avenue interchange. The interchange was added to the Project after the original contract bid price came in substantially lower than expected;
- Stantec was used for the Engineering Design and Procurement for the Holiday Park Industrial work. This work included the new Dawes Avenue, the new intersection at 11<sup>th</sup> Street, the revised Malouf Road, and a new multi-use pathway;
- Stantec conducted preliminary design for the proposed berm south of Montgomery Place as part of the Civic Operation Centre project.

Additional on-going work is still required from Stantec, including:

- Stantec was and will be used extensively during the claim process;
- Stantec performing final inspections for two-year warranty work;
- Deficiency oversight;
- Reviewing all as-built drawings for compliance, engineering analysis for outstanding work, and finalizing the reports for Transport Canada and the City.

### **Options to the Recommendation**

An alternative would be to not fund the extension of services. This is not recommended, as Stantec is in the best position to assist the City during the final stages of the project and outstanding claims.

### **Financial Implications**

Administration requires approval from City Council to increase the budget of Stantec's contract. Contracts extended by more than 25% require approval of City Council, and that level has now been reached.

The approved total contract amount is \$5.8M, and consulting costs have now reached \$7.2M. As per Civic Policy A02-027, City Council approval is needed to extend the contract and continue with the work, at an additional cost of \$600,000. The new

## Extension of Owner's Engineering Services for the Circle Drive South Project

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contract limit for Stantec will total \$7.8M. This amount will be funded from Capital Project #993 - Circle Drive South Project.

### **Other Considerations/Implications**

There are no public and/or stakeholder involvement, communications, policy, environmental, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

The work being conducted by Stantec should be completed by approximately the end of 2016.

### **Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

### **Report Approval**

Written by: Doug Drever, Project Director  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

TRANS DD - Extension of Owner's Eng Services - Circle Dr S Proj.docx



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Sidewalk Snow Clearing Enforcement Process - Implementation

### Recommendation of the Committee

That the report of the General Manager, Community Services Department dated November 9, 2015, be received as information.

### History

At the November 9, 2015 meeting of the Standing Policy Committee on Transportation, a report of the General Manager, Community Services Department, dated November 9, 2015, was considered.

### Attachment

November 9, 2015 report of the General Manager, Community Services Department.

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# Sidewalk Snow Clearing Enforcement Process - Implementation

## Recommendation

That the report of the General Manager, Community Services Department, dated November 9, 2015, be forwarded to City Council for information.

## Topic and Purpose

The purpose of this report is to provide the policy and implementation strategy to ensure effective compliance with Sidewalk Clearing Bylaw, 2005, No. 8463 (Sidewalk Clearing Bylaw).

## Report Highlights

1. The new sidewalk clearing enforcement procedure is designed to increase compliance and decrease clearing time.
2. A detailed, objective inspection process will be followed to establish compliance.
3. Discretion will be used for seniors and residents with disabilities.
4. City of Saskatoon (City) property will conform to the requirements of the Sidewalk Clearing Bylaw.

## Strategic Goals

Effective snow clearing enforcement supports the Strategic Goals of Quality of Life and Moving Around. Expedient enforcement of sidewalk clearing supports active transportation, overall accessibility, and resident safety.

## Background

At its February 10, 2015 meeting, the Standing Policy Committee on Transportation received a report from the Administration recommending options to improve sidewalk snow clearing compliance through the Sidewalk Clearing Bylaw. Upon review at its February 23, 2015 meeting, City Council resolved, in part:

- “2. That the Administration provide an implementation report outlining the details, including a map of city-owned sidewalks.”

## Report

### Increased Compliance and Decreased Time to Clearing

The steps and timeline in the enforcement process for non-compliant properties is shown in Attachment 1. As per the Sidewalk Clearing Bylaw, two compliance time frames exist. In general, the accepted timeline for a cleared sidewalk is 48 hours after a snowfall, but some specified commercial areas, defined in Schedule “A” of the Sidewalk Clearing Bylaw, are required to have sidewalks cleared within 24 hours after a snowfall (see Attachment 2). Previous enforcement followed the “first offence” procedure only; even in repeat offences. The new offence procedure, now defined, will seek to increase compliance through the issuing of escalating Notices of Violation (tickets). The fourth

violation will result in a court summons. The issuance of an escalating ticket combined with the notice of cleaning and charging to taxes, is expected to both speed up compliance time and improve overall compliance rates.

Achieving a shorter timeline is important, as each new snowfall causes the timeline to reset. The longer the period of enforcement, the greater the chance of the sidewalk remaining uncleared due to subsequent snowfalls.

The overall expected timeline in achieving the goal of a cleared sidewalk with non-compliant customers would be seven days, or five days for Schedule "A" areas. This timeline may not always be achievable, based on the snowfall frequency and the number of complaints received. This will be monitored and reviewed over the winter for adjustments to the program in subsequent years. Data and statistics regarding sidewalk clearing bylaw enforcement since 2007 can be seen in Attachment 3.

### Inspection and Enforcement Process

The steps the bylaw inspectors are to follow are illustrated on Attachment 4. Unlike some bylaws that can allow time for an inspection file to be opened and several days of investigation, the Sidewalk Clearing Bylaw (by nature of its goal and environmental constraints) must be dealt with as quickly as reasonably possible.

### Residents with Disabilities

Inspectors will work with homeowners who have disabilities and are unable to comply with the timelines. An internal database of such customers will be created upon inspection and reasonable effort will be made to accommodate these residents. In such cases, discretion will be exercised regarding the Notices of Violation. Efforts will continue to be focused around the goal of cleared sidewalks in a timely fashion.

### Sidewalks Adjacent to City Property

There are approximately 120 km of sidewalk adjacent to properties under the City's control, and these will be cleared to the standards of the Sidewalk Clearing Bylaw. These sidewalks are managed by three Divisions: Parks (20 km), Facilities and Fleet Management (35 km) and Public Works (65 km). Maps illustrating the division of responsibility for sidewalks adjacent to City-owned property can be seen in Attachment 5.

### **Options to the Recommendation**

A variety of options exist to both lengthen or tighten the enforcement timelines. The Administration prefers to utilize the proposed process for the 2015/2016 winter season and report on outcomes and options in mid-2016.

### **Public and/or Stakeholder Involvement**

Members of the Saskatoon Accessibility Advisory Committee (SAAC) have been consulted regarding the implementation plan and the intention of improving sidewalk accessibility during the winter. Various community service groups will be engaged to

help seniors and disabled residents meet the requirements of the Sidewalk Clearing Bylaw.

### **Communication Plan**

A sidewalk clearing campaign will be conducted in conjunction with the regular snow clearing communication provided by Public Works. The intention of the communication plan will be to educate property owners to gain compliance, and thereby, improve sidewalk clearing and reduce overall inspections and enforcement.

### **Financial Implications**

#### Ticket Revenue

It is difficult to estimate the number of potential tickets that may be issued in a season as there are many variables, including weather, compliance level, and the number of repeat offenders. It is important to point out that this revenue source goes directly to general revenues and is not accessible to the bylaw program itself.

#### Remediation Costs

If the City needs to remediate a non-compliant property, the costs are charged back to the owner's property taxes. This will be the amount necessary to reasonably cover costs. As a result, remediation is expected to have a minimal financial impact.

#### Staffing Costs

Administering the Sidewalk Clearing Bylaw is the primary role of the right-of-way bylaw inspector during the winter months. Staffing costs to administer this bylaw would be approximately \$60,000 annually, including contract staff support to maintain the compliance timeline discussed previously.

### **Other Considerations/Implications**

There are no policy, environmental, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

An update report will be provided in the summer of 2016 on the outcomes of the new sidewalk clearing process from the 2015/2016 winter season, with options to improve in subsequent years.

### **Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

### **Attachments**

1. Enforcement Procedures and Timelines for Non-Compliant Properties
2. Schedule "A" Sidewalk Clearing Areas
3. Sidewalk Clearing Statistics – 2007-2015
4. Inspection/Enforcement Flow Chart
5. Sidewalks Adjacent to City Property

## Sidewalk Snow Clearing Enforcement Process - Implementation

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### Report Approval

Written by: Andrew Hildebrandt, Director of Community Standards

Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CS/2015/TRANSPORTATION – Sidewalk Snow Clearing Enforcement Process – Implementation/lc  
BF 084-15

## Enforcement Procedures and Timelines for Non-Compliant Properties

Sidewalk Clearing Bylaw (8463)

Hour	Day	First Offence	Second Offence	Third Offence	Subsequent Offences
0	Day 1	Snowfall Ends	Snowfall Ends	Snowfall Ends	Snowfall Ends
24	Day 2				
48	Day 3	Complaint Received	Complaint Received	Complaint Received	Complaint Received
72	Day 4	Inspection: Warning Issued <i>(Bylaw Notice)</i>	Inspection: Warning Issued <i>(Bylaw Notice)</i>	Inspection: Warning Issued <i>(Bylaw Notice)</i>	Inspection: Warning Issued <i>(Bylaw Notice)</i>
96	Day 5				
120	Day 6	Re-Inspection	Re-Inspection	Re-Inspection	Re-Inspection
144	Day 7	Cleaning completed and taxes charged	Cleaning completed and taxes billed including <b>\$100</b> ticket <i>(Notice of Violation)</i>	Cleaning completed and taxes billed including <b>\$200</b> ticket <i>(Notice of Violation)</i>	Cleaning completed and taxes billed including <b>Summary Offence Notice</b> <i>(court summons)</i>

Schedule "A" Areas

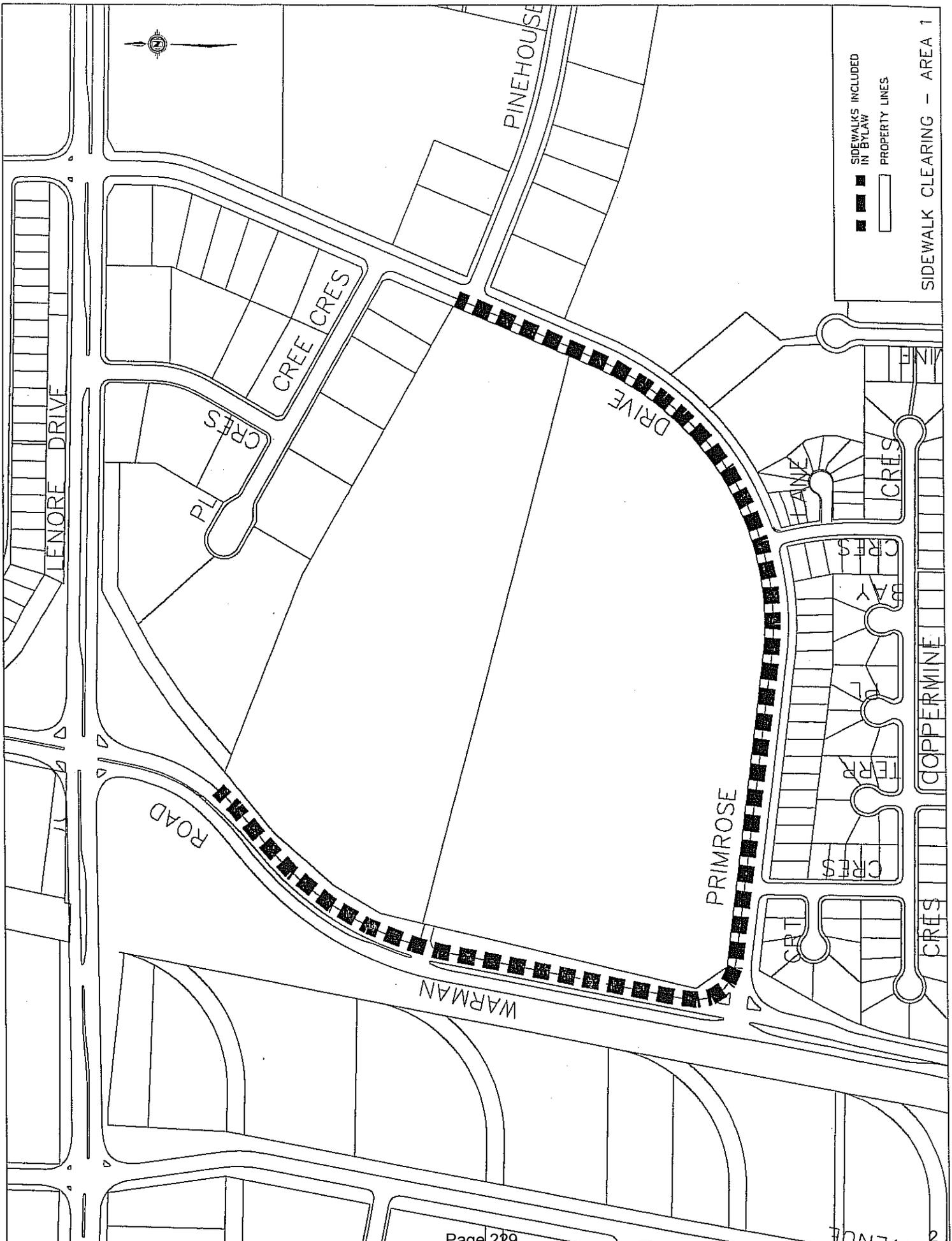
Hour	Day	First Offence	Second Offence	Third Offence	Subsequent Offences
0	Day 1	Snowfall Ends	Snowfall Ends	Snowfall Ends	Snowfall Ends
24	Day 2	Complaint Received	Complaint Received	Complaint Received	Complaint Received
48	Day 3	Inspection: Warning Issued <i>(Bylaw Notice)</i>	Inspection: Warning Issued <i>(Bylaw Notice)</i>	Inspection: Warning Issued <i>(Bylaw Notice)</i>	Inspection: Warning Issued <i>(Bylaw Notice)</i>
72	Day 4	Re-Inspection	Re-Inspection	Re-Inspection	Re-Inspection
96	Day 5	Cleaning completed and taxes charged	Cleaning completed and taxes billed including <b>\$100</b> ticket <i>(Notice of Violation)</i>	Cleaning completed and taxes billed including <b>\$200</b> ticket <i>(Notice of Violation)</i>	Cleaning completed and taxes billed including <b>Summary Offence Notice</b> <i>(court summons)</i>

## Schedule "A" Sidewalk Clearing Areas

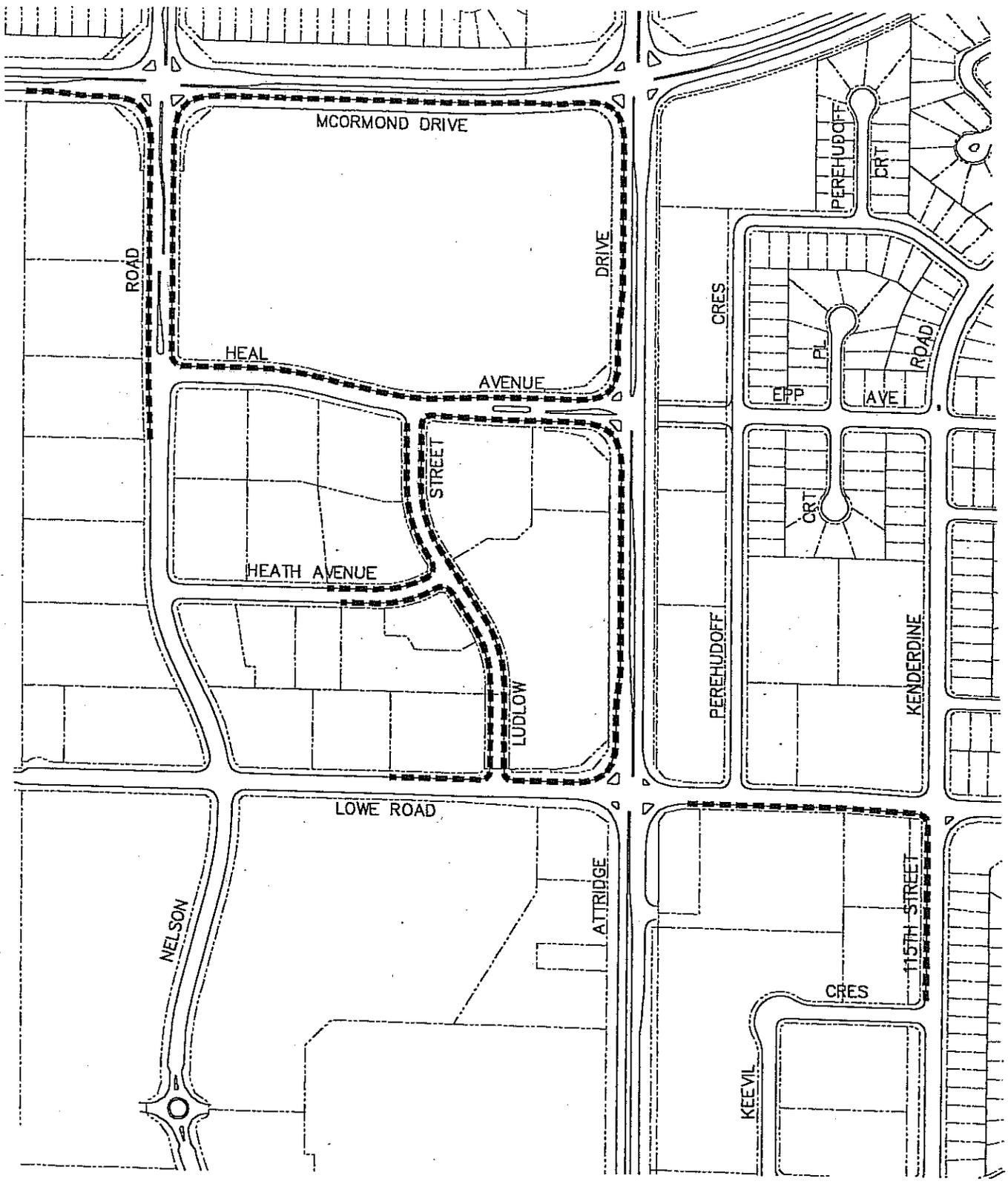
### Schedule "A"

The areas to which Subsection 5(2) of this Bylaw applies are the areas as outlined on the maps attached to and forming part of this Schedule "A", namely:

- (a) Sidewalk Clearing Area 1;
- (b) Sidewalk Clearing Area 2;
- (c) Sidewalk Clearing Area 3;
- (d) Sidewalk Clearing Area 4;
- (e) Sidewalk Clearing Area 5;
- (f) Sidewalk Clearing Area 6;
- (g) Sidewalk Clearing Area 7;
- (h) Sidewalk Clearing Area 8;
- (i) Sidewalk Clearing Area 9;
- (j) Sidewalk Clearing Area 10; and
- (k) Sidewalk Clearing Area 11.



■■■■ SIDEWALKS INCLUDED IN BYLAW  
 \_\_\_\_\_ PROPERTY LINES  
 SIDEWALK CLEARING - AREA 1



**Sidewalk Clearing  
Area 2**

290-0062-003r001  
Revised: 2010 NOV-03

**LEGEND**

- SIDEWALKS INCLUDED IN BYLAW
- PROPERTY LINES

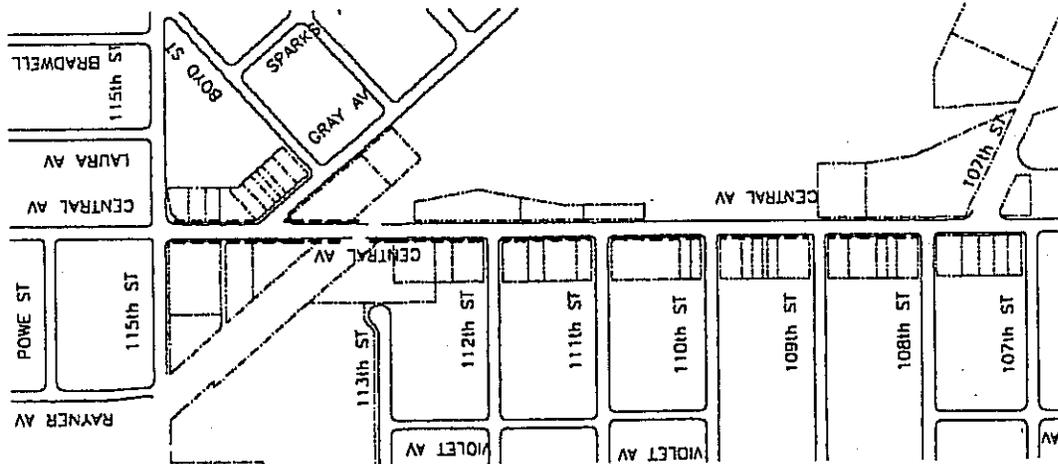
Schedule A - Bylaw # 8463

Page 230



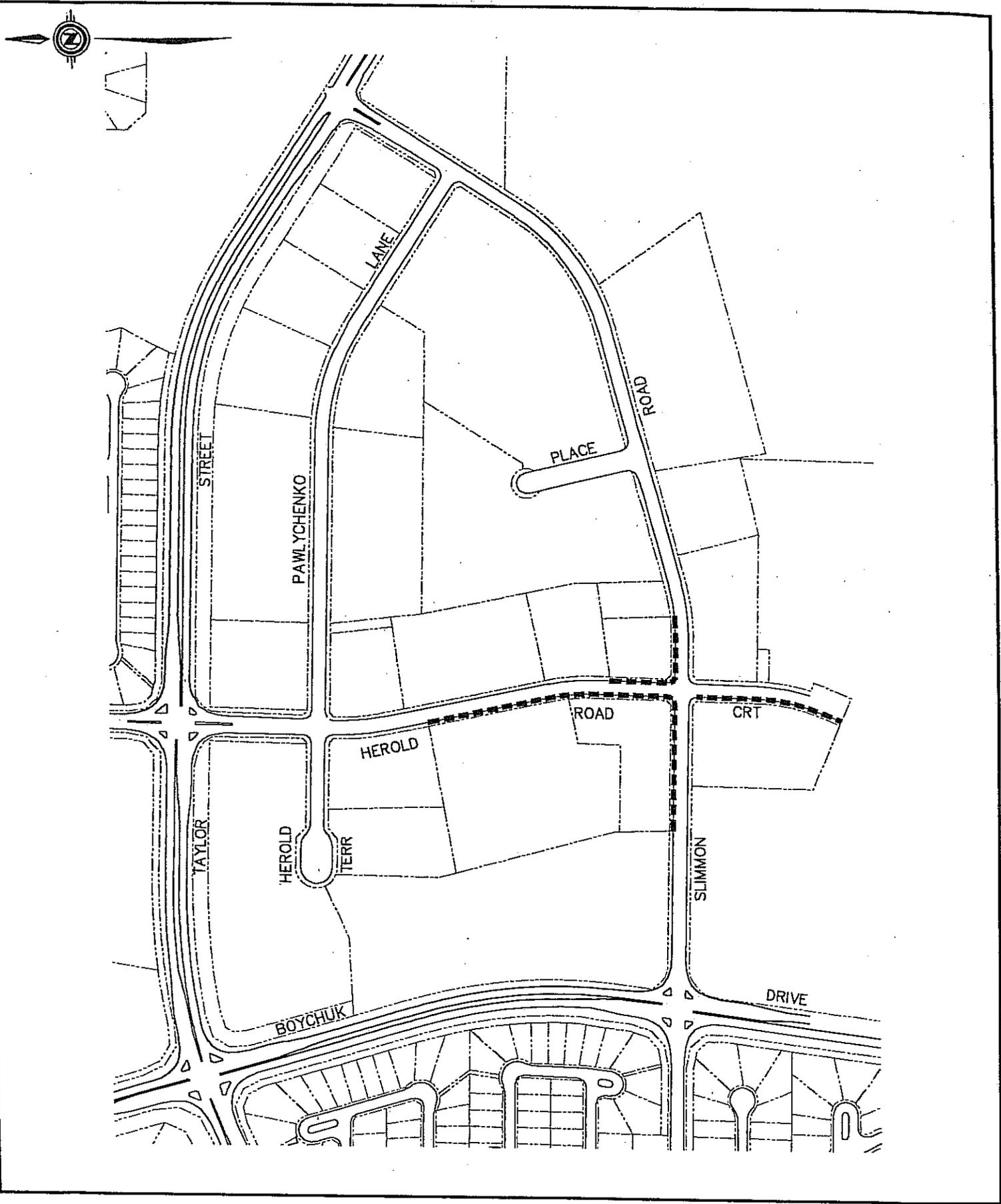
**City of  
Saskatoon**

Infrastructure Services Department



-  SIDEWALKS INCLUDED IN BYLAW
-  PROPERTY LINES

SIDEWALK CLEARING - AREA 3



**Sidewalk Clearing  
Area 4**

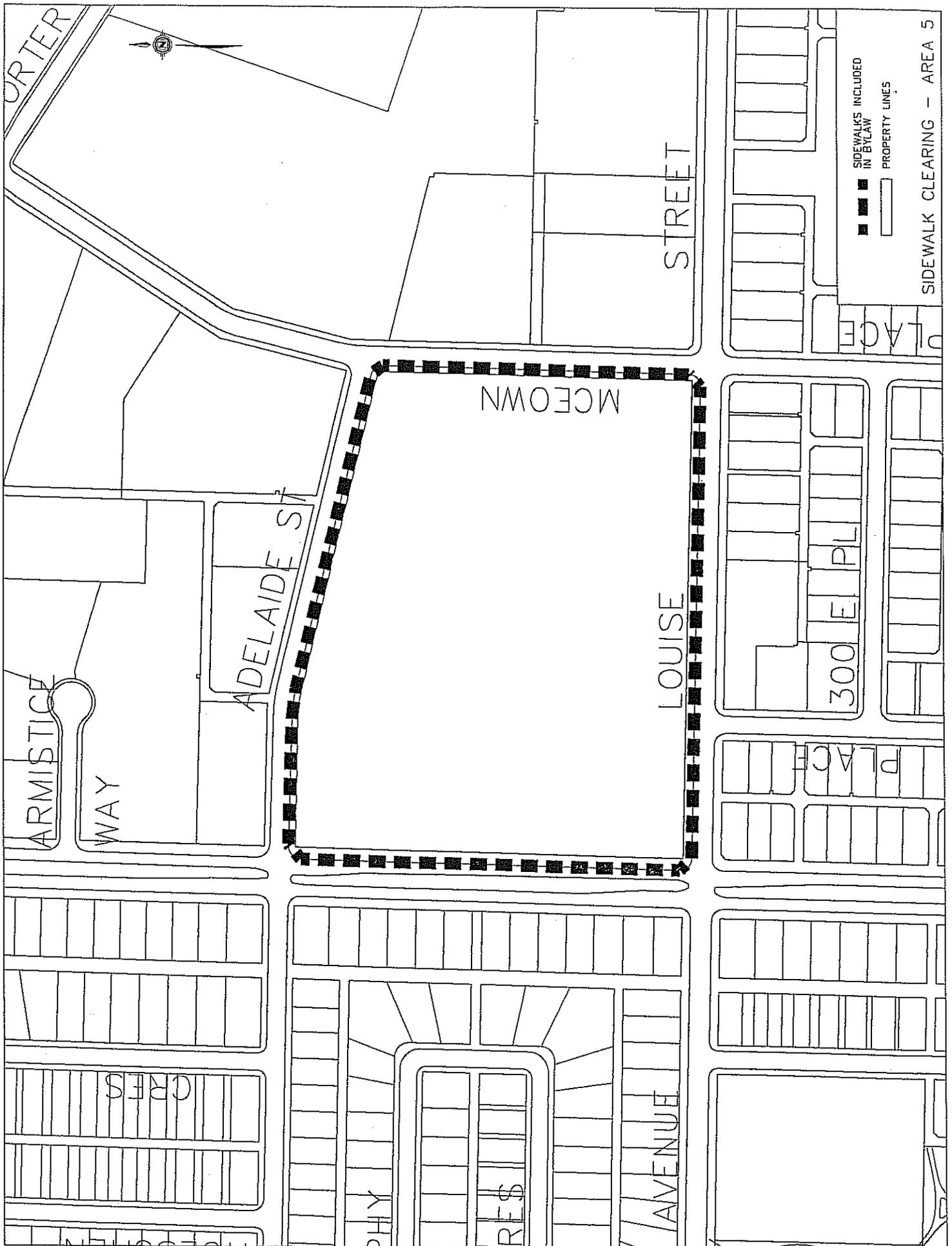
290-0082-005r001  
Revised: 2010-NOV-03

**LEGEND**

- SIDEWALKS INCLUDED IN BYLAW
- PROPERTY LINES

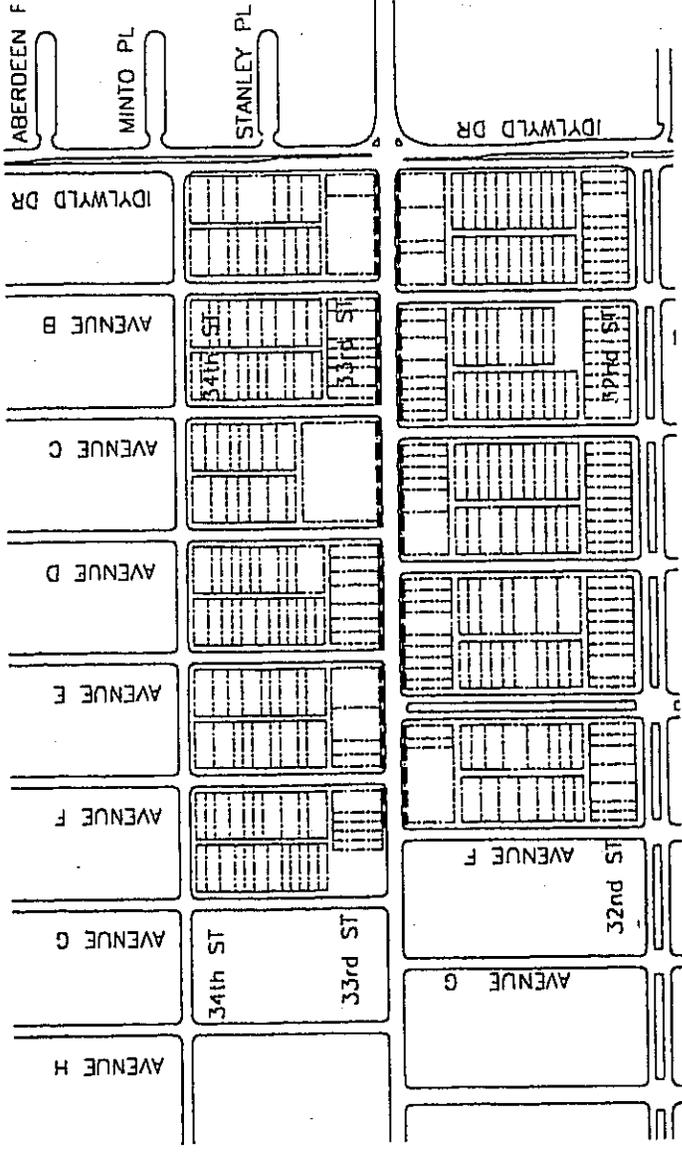
Schedule A - Bylaw # 8463  
Page 232









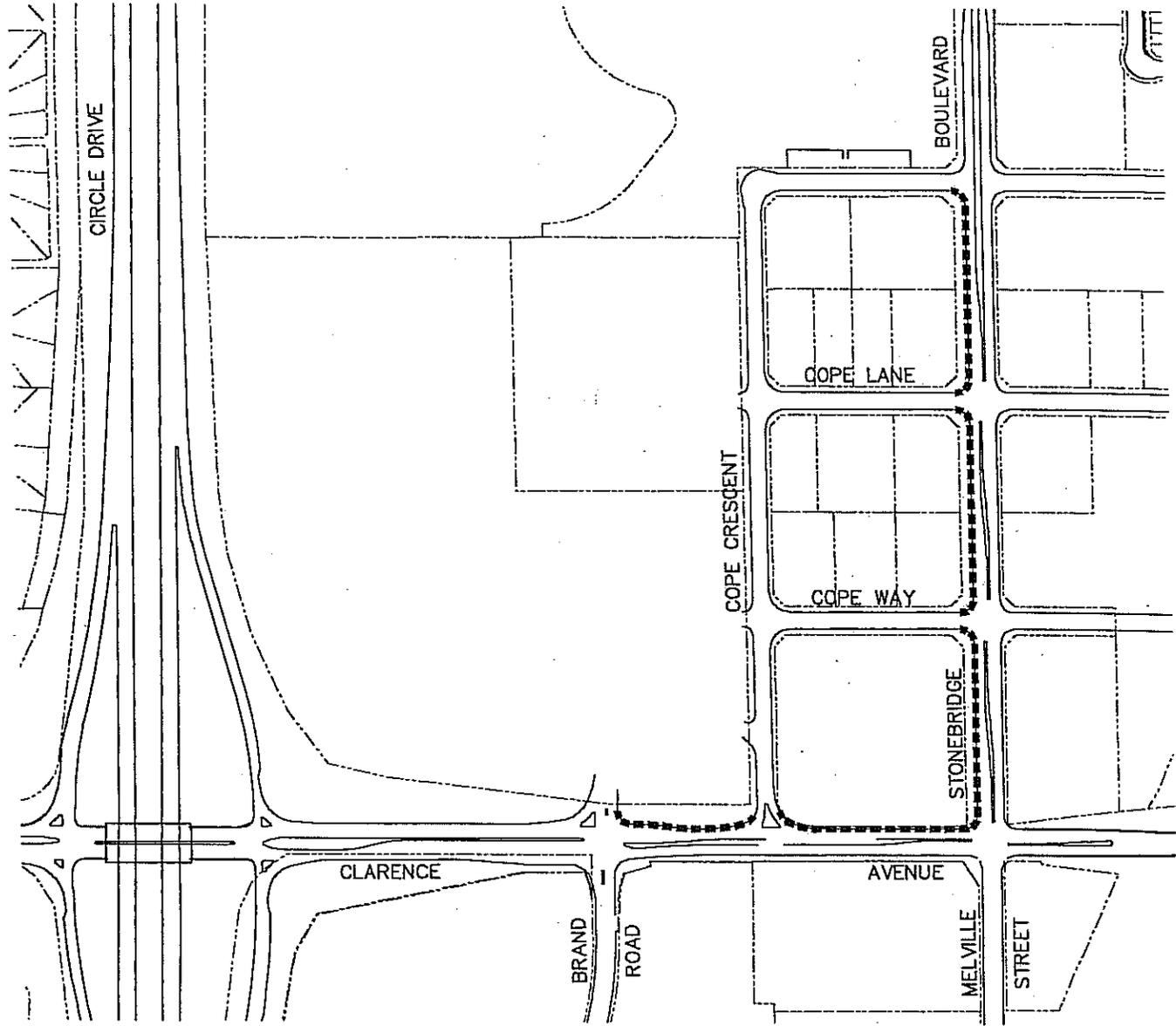


SIDEWALKS INCLUDED  
IN BYLAW

PROPERTY LINES

SIDEWALK CLEARING - AREA 8



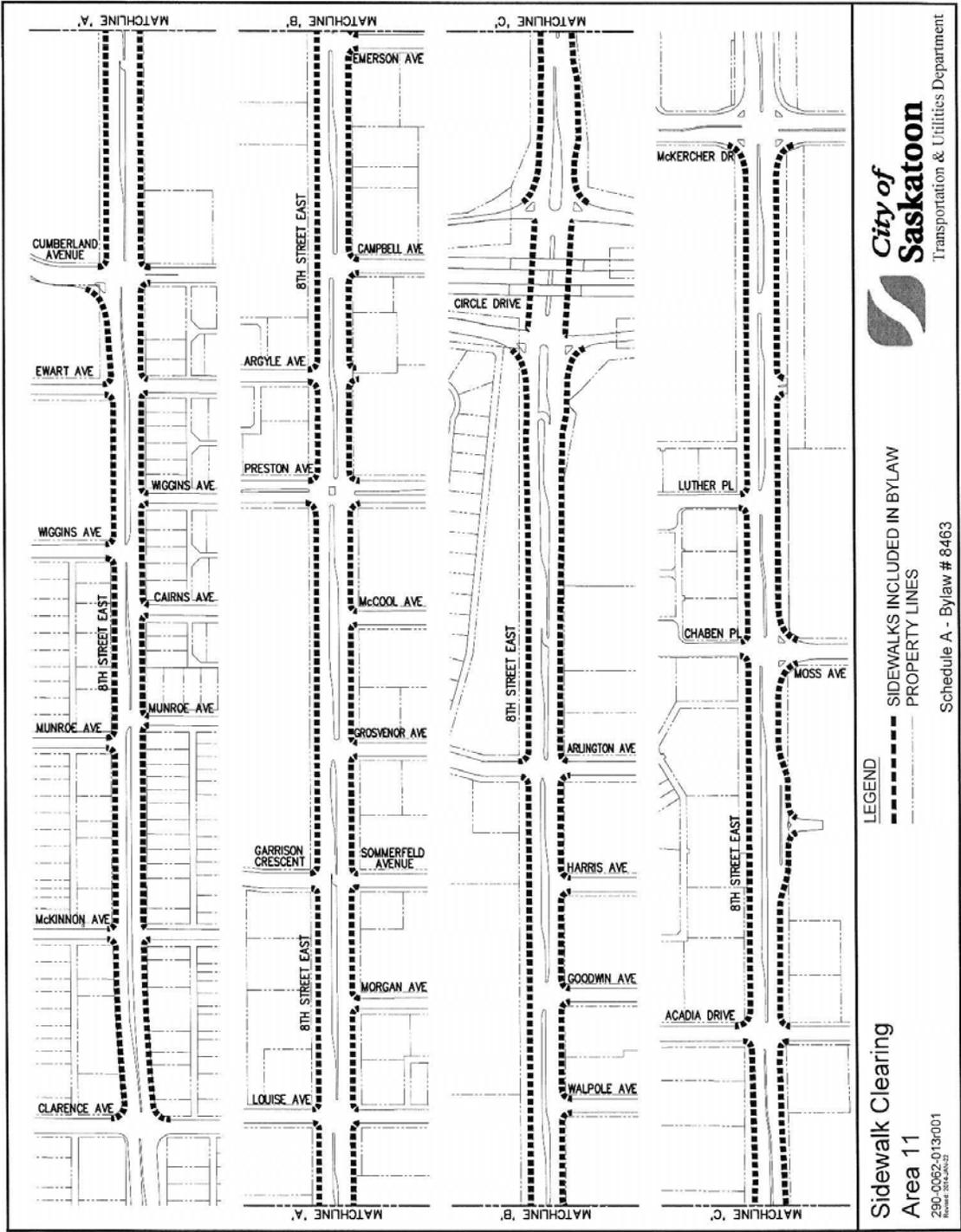


**Sidewalk Clearing  
Area 10**

290-0082-011r001  
Revised: 2010/07/09

**LEGEND**

- SIDEWALKS INCLUDED IN BYLAW
- PROPERTY LINES



## Sidewalk Clearing Statistics

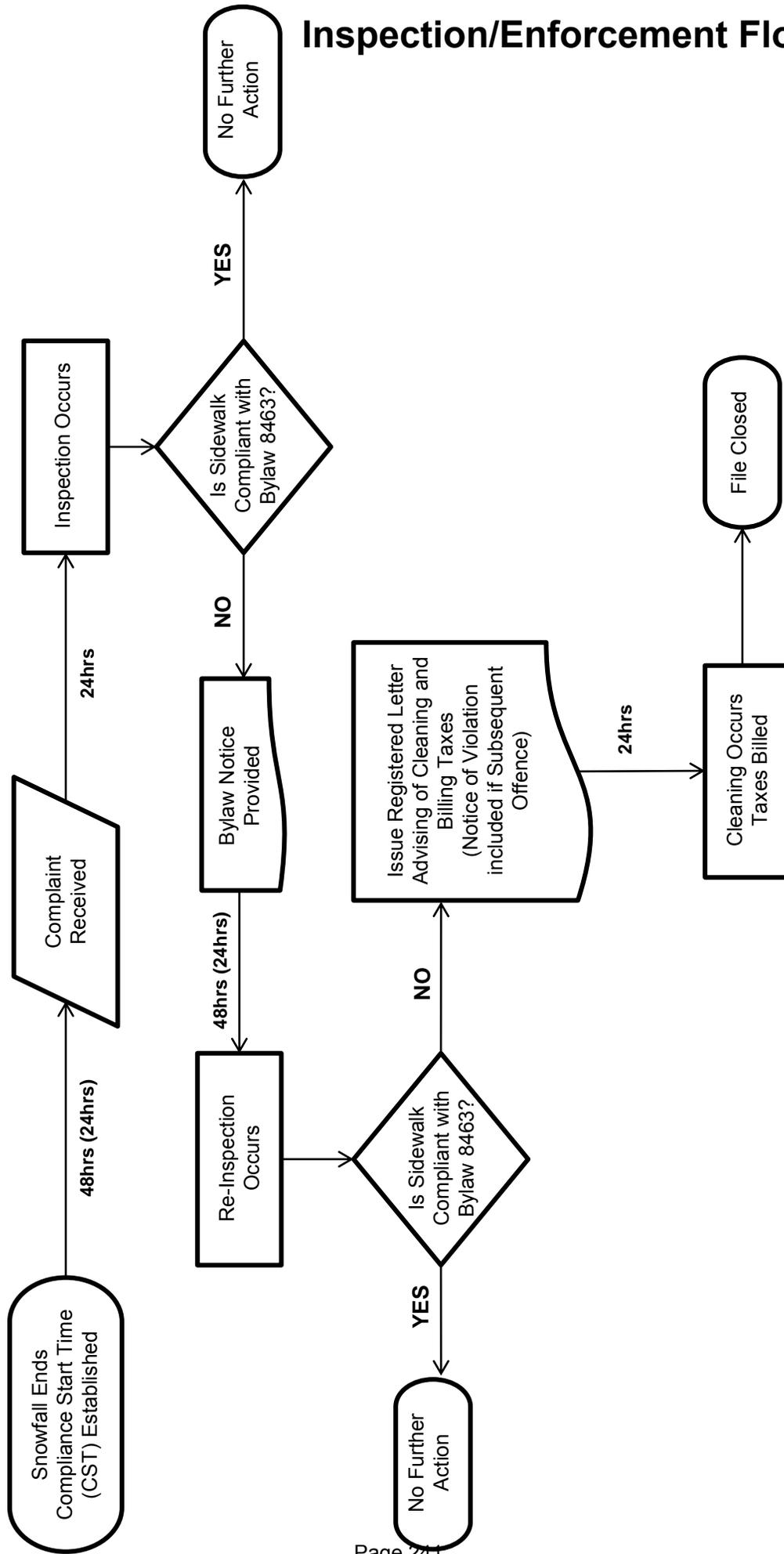
2007-2015

Season	Sidewalk Snow Clearing Complaints	Notice of Non-Compliance Issued (Bylaw Notice)		Remediated (Charged to Taxes)	
		Count	Percentage of Complaints	Count	Percentage of Bylaw Notices
2007/2008	298	39	13%	32	82%
2008/2009	211	18	8%	13	74%
2009/2010	162	13	8%	6	46%
2010/2011	417	63	15%	21	33%
2011/2012	450	53	12%	5	9%
2012/2013	976	379	39%	75	20%
2013/2014	310	138	45%	49	36%
2014/2015	459	209	46%	3	1%
	<b>3283</b>	<b>912</b>		<b>204</b>	

# Inspection/Enforcement Flow Chart

## Inspection / Enforcement Flow Chart

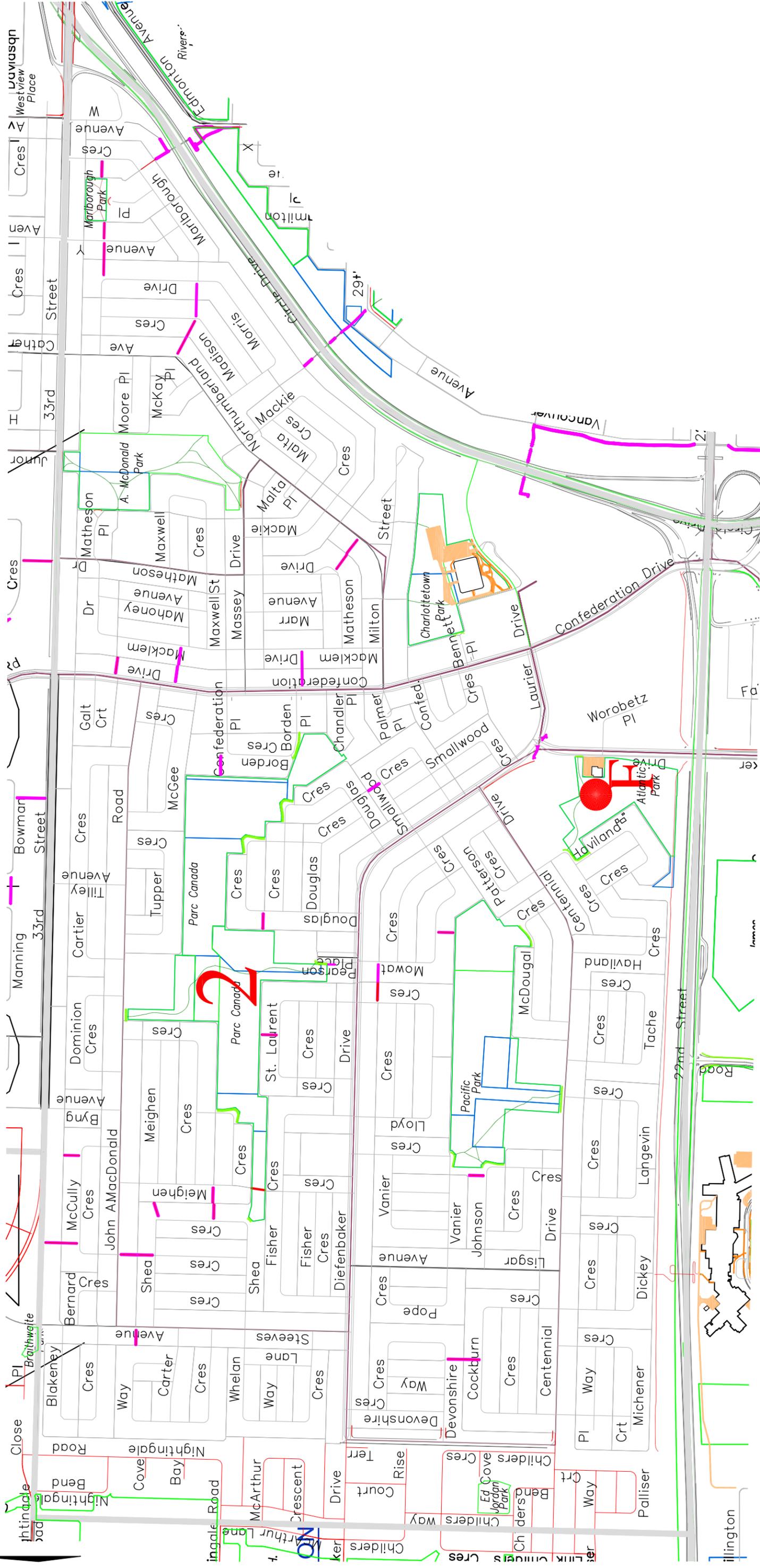
Sidewalk Clearing Bylaw No. 8463





**REVISED**

Jun. 15/15



NO.	DESCRIPTION	DATE	NO.	BY
1	BASE PLAN	07-11-01	1	MLB
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-10-08	2	MLB
3	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-10-08	3	MLB
4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-10	4	MLB
5	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-10	5	MLB
6	PARKS PORTIONS MOVED TO GREEN	11-02-07	6	ALN
7	ADDED 2011 SIDEWALK CHANGES	11-11-10	7	ALN

STAMP	
ENGINEER	ENGINEER
ENGINEER	ENGINEER
ENGINEER	ENGINEER

MUNICIPAL ENGINEERING	
ENGINEER	ENGINEER
ENGINEER	ENGINEER
ENGINEER	ENGINEER

PUBLIC WORKS	
ENGINEER	ENGINEER
ENGINEER	ENGINEER
ENGINEER	ENGINEER

MUNICIPAL ENGINEERING	
ENGINEER	ENGINEER
ENGINEER	ENGINEER
ENGINEER	ENGINEER

PUBLIC WORKS	
ENGINEER	ENGINEER
ENGINEER	ENGINEER
ENGINEER	ENGINEER



- PW SIDEWALKS
- PW PATHWAYS
- PARKS SIDEWALKS
- PARKS PATHWAYS
- FACILITIES SIDEWALKS
- FACILITIES PARKING LOTS

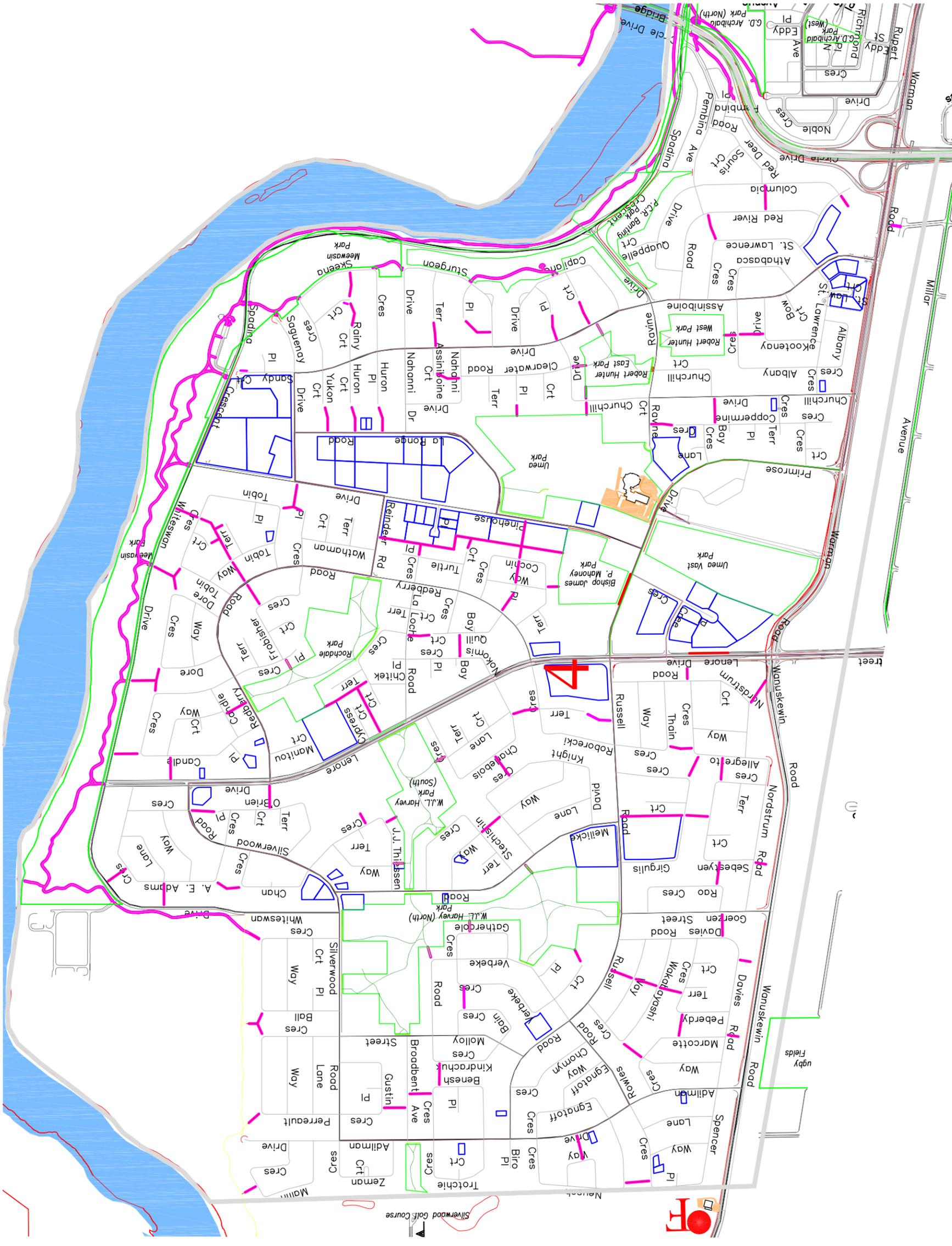
GENERAL MANAGER	
DATE	DATE
SHEET NO.	SHEET NO.
SCALE	SCALE
HOR.	HOR.
VERT.	VERT.
PLAN NO.	AREA 2 r007





**REVISED**

Jun. 15/15



GENERAL MANAGER		P. ENG	
DATE		DATE	
SHEET NO.		SHEET NO.	
SCALE: HORIZ. VERT.		SCALE: HORIZ. VERT.	
PLAN NO.		AREA 4 r007	

SIDEWALK CLEARING	
<span style="color: red;">—</span>	PW SIDEWALKS
<span style="color: blue;">—</span>	PW PATHWAYS
<span style="color: green;">—</span>	PARKS PATHWAYS
<span style="color: orange;">—</span>	FACILITIES SIDEWALKS
<span style="color: yellow;">—</span>	FACILITIES PARKING LOTS

PUBLIC WORKS	
ENGINEER	ENGINEER
DRAWN BY	DRAWN BY
DATE	DATE
CHECKED BY	CHECKED BY
DATE	DATE

MUNICIPAL ENGINEERING	
ENGINEER	ENGINEER
DRAWN BY	DRAWN BY
DATE	DATE
CHECKED BY	CHECKED BY
DATE	DATE

STAMP	
ENGINEER	ENGINEER
DRAWN BY	DRAWN BY
DATE	DATE
CHECKED BY	CHECKED BY
DATE	DATE

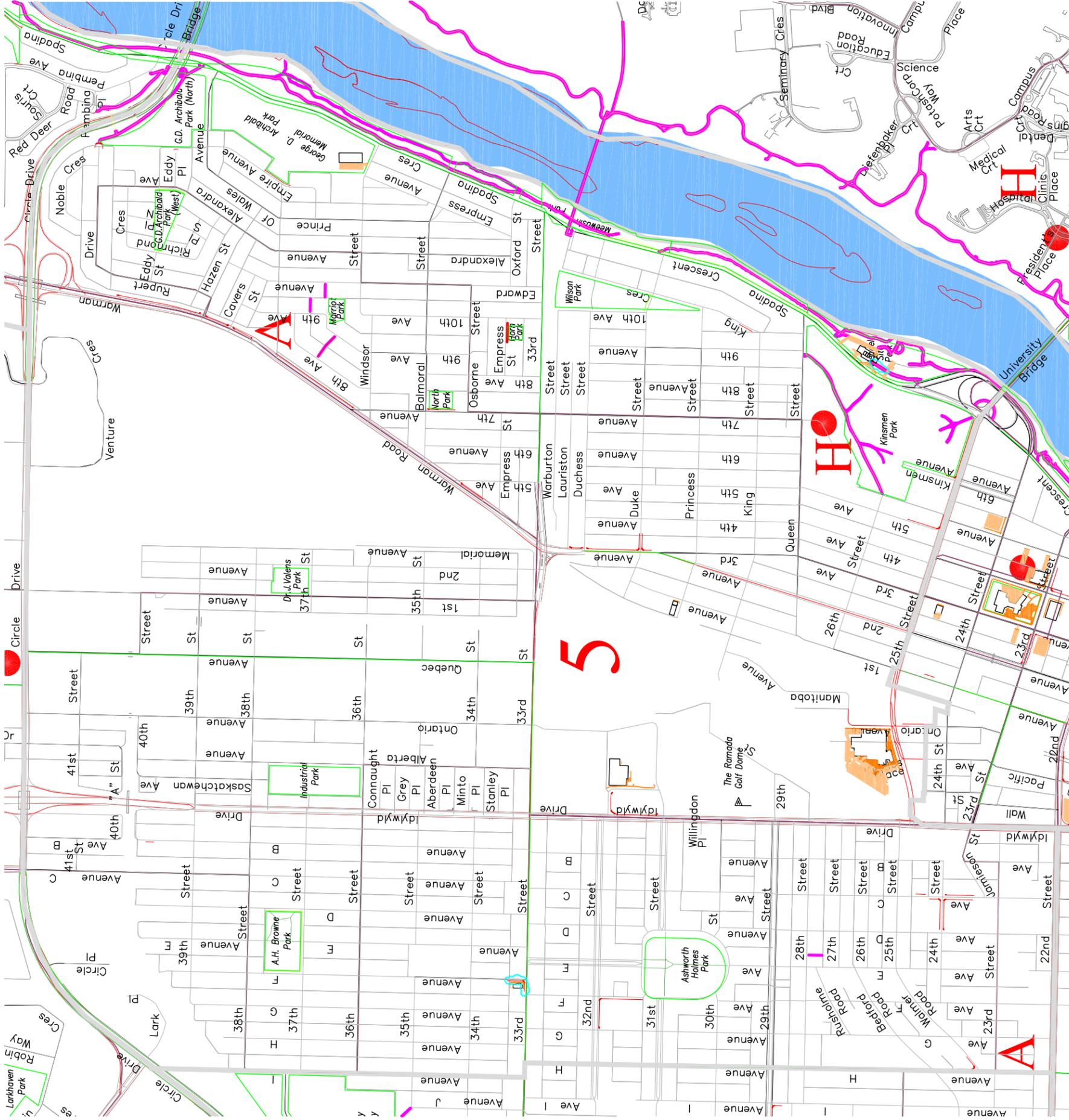
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1	BASE PLAN	07-11-01	1	
2			2	
3			3	
4			4	
5			5	
6			6	
7	ADDED 2011 SIDEWALK CHANGES	11-11-10	7	
8	PARKS PORTIONS MOVED TO GREEN	11-02-07	8	
9	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17	9	
10	ADDED 2010 SIDEWALK CHANGES	10-10-26	10	
11	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-19	11	
12	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-10-08	12	
13	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-01-21	13	

**City of Saskatoon**  
Infrastructure Services Department



**REVISED**  
Jun. 15/15



NO.	DESCRIPTION	DATE	BY
11			
10			
9			
8			
7			
6	7. ADDED 2011 SIDEWALK CHANGES	11-11-10	ALN
5	8. PARKS PORTIONS MOVED TO GREEN	11-02-07	ALN
4	9. ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-10	ALN
3	10. ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-09	ALN
2	11. ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-10-08	ALN
1	12. ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-01-08	ALN

STAMP

NO.	DESCRIPTION	DATE	BY
11			
10			
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8			
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5			
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1			

MUNICIPAL ENGINEERING

NO.	DESCRIPTION	DATE	BY
11			
10			
9			
8			
7			
6			
5			
4			
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1			

PUBLIC WORKS

NO.	DESCRIPTION	DATE	BY
11			
10			
9			
8			
7			
6			
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4			
3			
2			
1			

**City of Saskatoon**  
Infrastructure Services Department

GENERAL MANNER: P. ENG  
DATE: \_\_\_\_\_  
SHEET NO.: \_\_\_\_\_

SCALES: HOR.: N.T.S. VERT.: \_\_\_\_\_  
PLAN NO.: AREA 5 r007

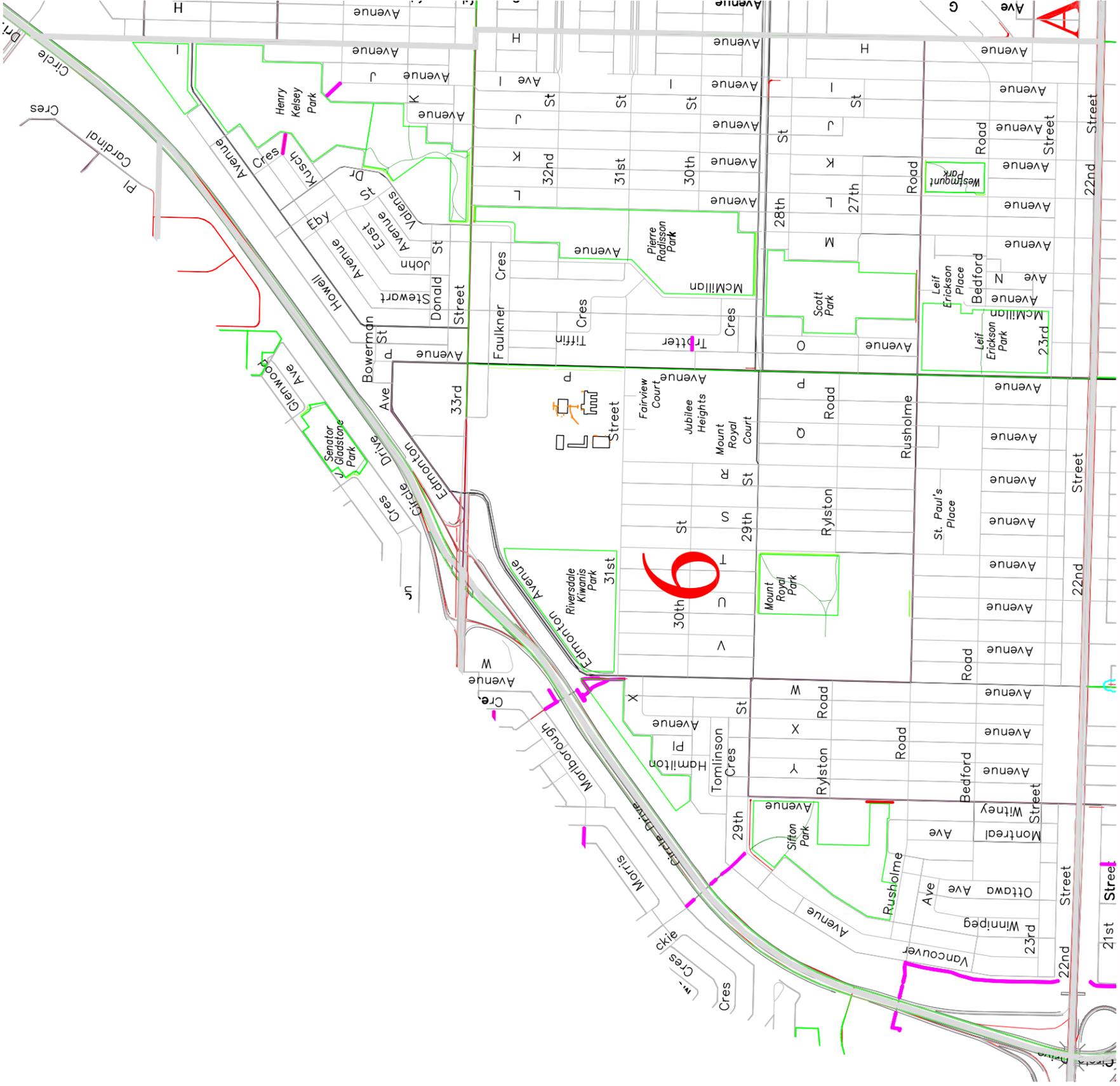
**SIDEWALK CLEARING**

- PW SIDEWALKS (Red line)
- PW PATHWAYS (Blue line)
- PARKS SIDEWALKS (Green line)
- FACILITIES SIDEWALKS (Orange line)
- FACILITIES PARKING LOTS (Orange area)



**REVISED**

Jun. 15/15



NO.	DESCRIPTION	DATE	NO.	REVISIONS	DATE	BY
11						
10						
9						
8						
7	ADDED 2011 SIDEWALK CHANGES	11-11-10	AIN			
6	PARKS PORTIONS MOVED TO GREEN	11-02-07	AIN			
5	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17	AIN			
4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-26	AIN			
3	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-19	MLB			
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-08	MLB			
1	BASE PLAN	07-11-07	MLB			

STAMP	
ENGINEER	DATE
ENGINEER	DATE
DRAWN BY	DATE
CHECKED BY	DATE

MUNICIPAL ENGINEERING	
ENGINEER	DATE
ENGINEER	DATE
DRAWN BY	DATE
CHECKED BY	DATE

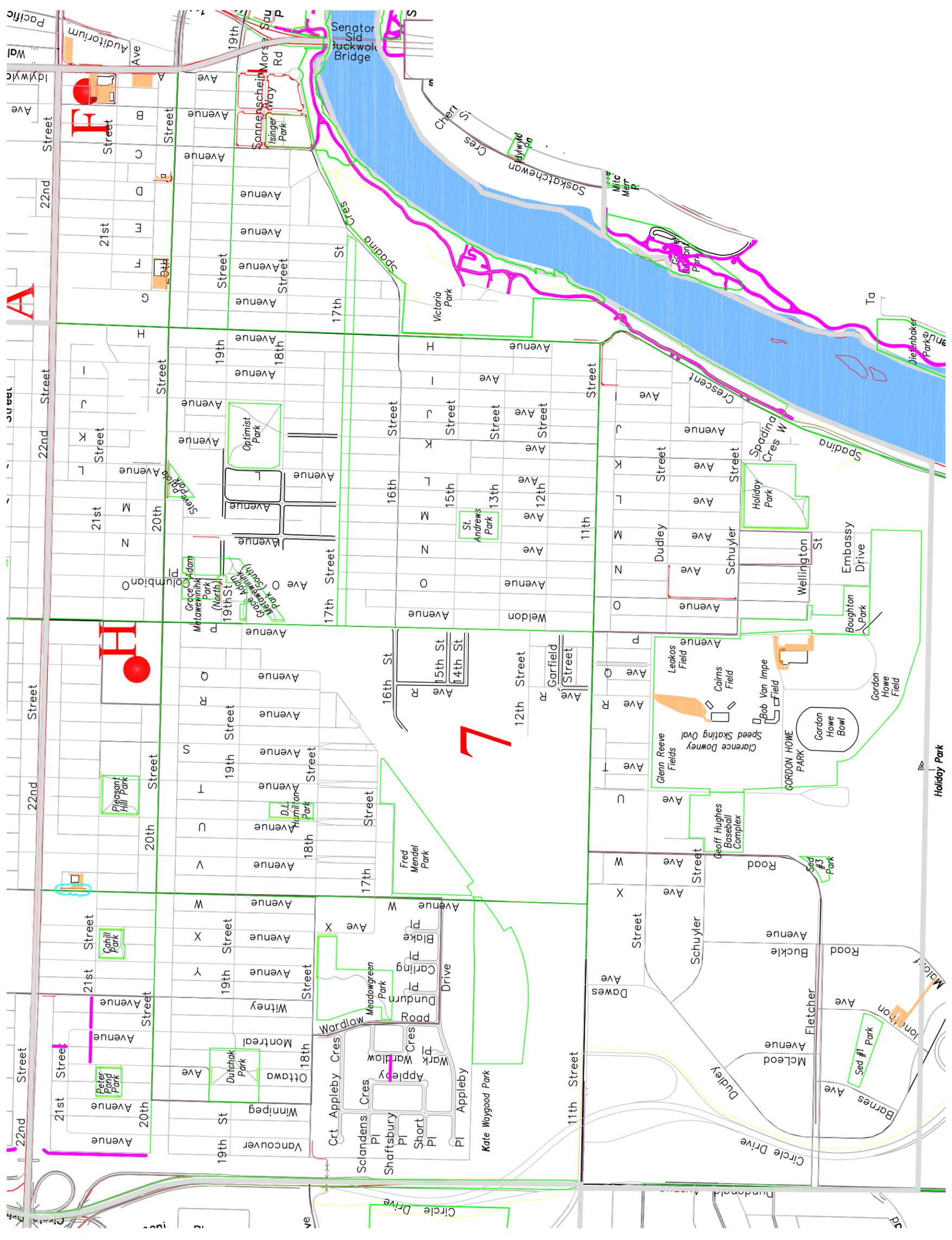
PUBLIC WORKS	
ENGINEER	DATE
ENGINEER	DATE
DRAWN BY	DATE
CHECKED BY	DATE



- SIDEWALK CLEARING**
- PW SIDEWALKS
  - PW PATHWAYS
  - PARKS SIDEWALKS
  - PARKS PATHWAYS
  - FACILITIES SIDEWALKS
  - FACILITIES PARKING LOTS

GENERAL MANAGER	DATE
SCALE: HORIZ. N.T.S.	SHEET NO.
VERT.	
PLAN NO.	AREA 6 r007

**REVISED**  
Jun. 15/15



GENERAL MANAGER \_\_\_\_\_ P. ENG \_\_\_\_\_  
 DATE \_\_\_\_\_  
 SHEET NO. \_\_\_\_\_  
 SCALES: HORIZ. N.T.S. \_\_\_\_\_  
 VERT. \_\_\_\_\_  
 PLAN NO. AREA 7 R007

- SIDEWALK CLEARING**
- █ PW SIDEWALKS
  - █ PW PATHWAYS
  - █ PARKS SIDEWALKS
  - █ PARKS PATHWAYS
  - █ FACILITIES SIDEWALKS
  - █ FACILITIES PARKING LOTS



MUNICIPAL ENGINEERING		PUBLIC WORKS	
ENGINEER	_____	ENGINEER	_____
DRAWN BY	_____	DRAWN BY	_____
DATE	_____	DATE	_____
CHECKED BY	_____	CHECKED BY	_____
DATE	_____	DATE	_____

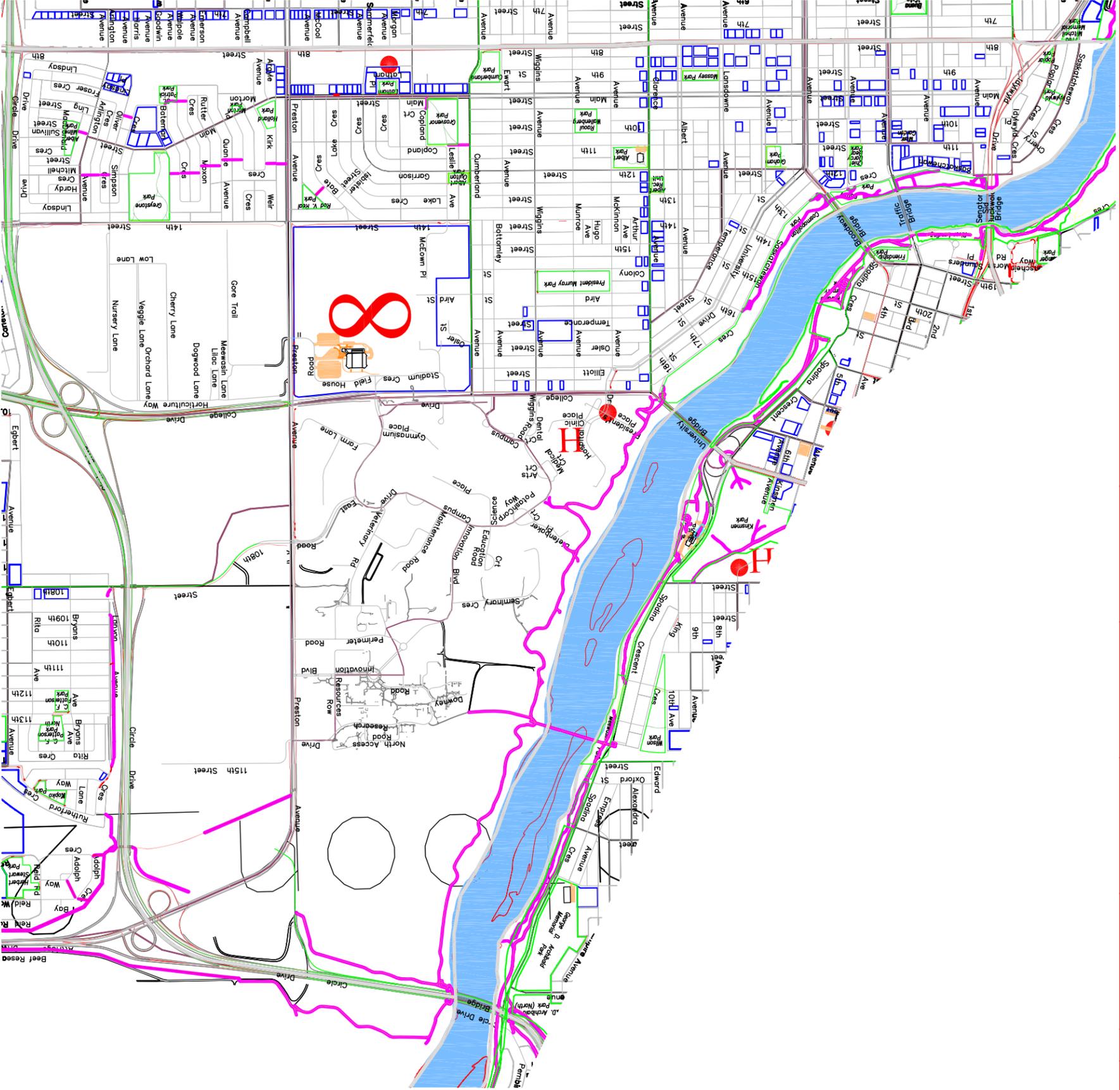
NO.	DESCRIPTION	DATE	NO.	REVISIONS	DATE	BY
11						
10						
9						
8						
7	ADDED 2011 SIDEWALK CHANGES	11-11-10	AIN			
6	PARKS PORTIONS MOVED TO GREEN	11-02-07	AIN			
5	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17	AIN			
4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-26	AIN			
3	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-19	MLB			
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-08	MLB			
1	BASE PLAN	07-11-07	RO			

STAMP



**REVISED**

Jun. 15/15



<p>GENERAL MANAGER _____ P. ENG _____</p> <p>DATE _____</p>		<p>SCALE: HORIZ. _____</p> <p>VERT. _____</p> <p>PLAN NO. AREA 8 R007</p>	
<p><b>SIDEWALK CLEARING</b></p>		<p><b>PARKS PATHWAYS</b></p>	
<p>— PW SIDEWALKS</p>	<p>— PARKS PATHWAYS</p>	<p>— FACILITIES SIDEWALKS</p>	<p>— FACILITIES PARKING LOTS</p>
<p>— PW PATHWAYS</p>	<p>— PARKS SIDEWALKS</p>	<p>— FACILITIES SIDEWALKS</p>	<p>— FACILITIES PARKING LOTS</p>

<p><b>City of Saskatoon</b> Infrastructure Services Department</p>	
<p>ENGINEER _____</p>	<p>ENGINEER _____</p>
<p>DRAWN BY _____</p>	<p>DRAWN BY _____</p>
<p>DATE _____</p>	<p>DATE _____</p>
<p>CHECKED BY _____</p>	<p>CHECKED BY _____</p>
<p>DATE _____</p>	<p>DATE _____</p>

<p>ENGINEER _____</p>	<p>ENGINEER _____</p>
<p>DRAWN BY _____</p>	<p>DRAWN BY _____</p>
<p>DATE _____</p>	<p>DATE _____</p>
<p>CHECKED BY _____</p>	<p>CHECKED BY _____</p>
<p>DATE _____</p>	<p>DATE _____</p>

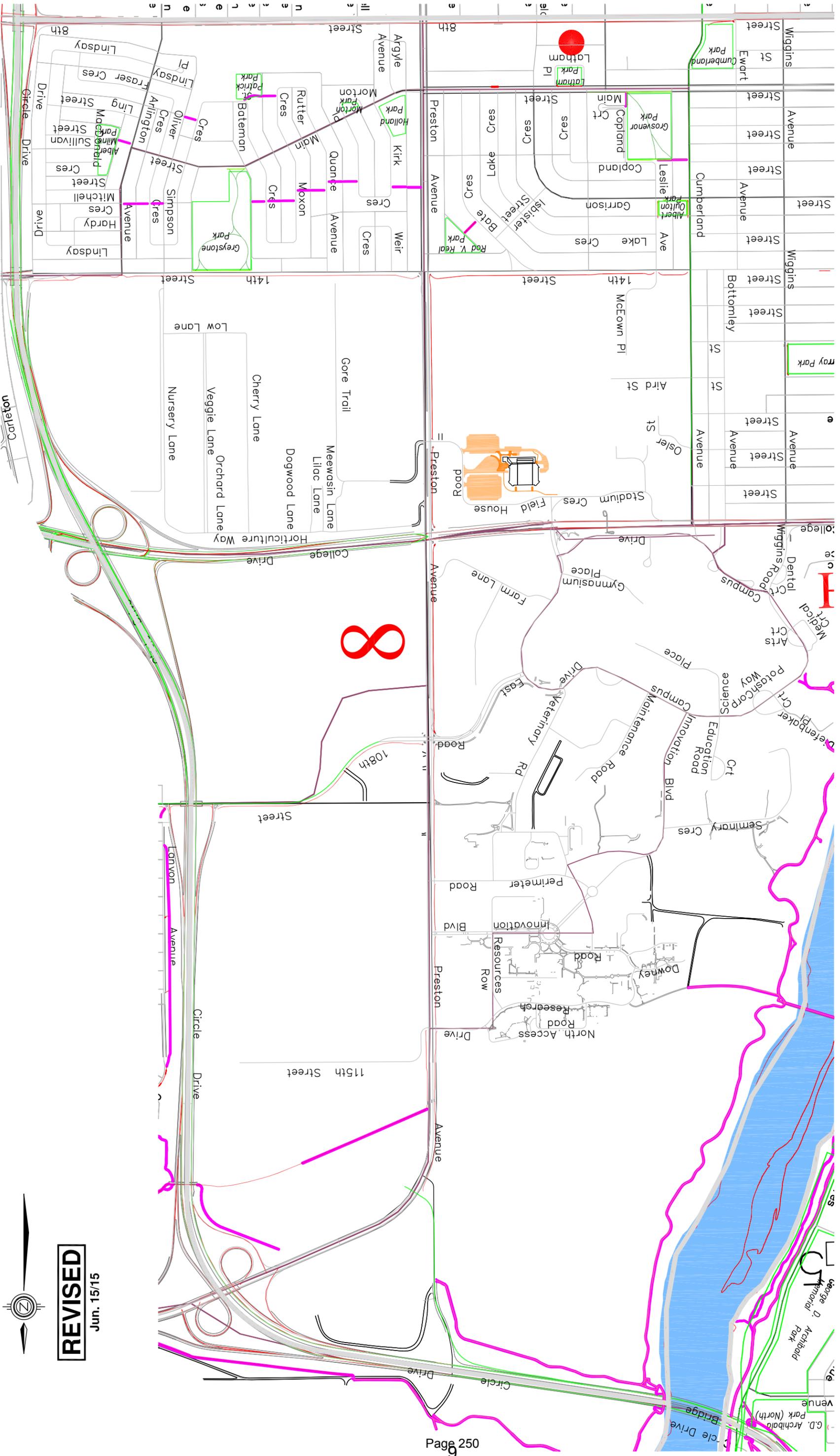
  

NO.	DESCRIPTION	DATE	BY
1	BASE PLAN	07-11-07	MLB
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-10-08	MLB
3	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-09	MLB
4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-10	MLB
5	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-10	AIN
6	PARKS PORTIONS MOVED TO GREEN	11-02-07	AIN
7	ADDED 2011 SIDEWALK CHANGES	11-11-11	AIN



**REVISED**

Jun. 15/15



NO.	DESCRIPTION	DATE	NO.	REVISIONS	DATE	BY
1	BASE PLAN	07-11-10	1	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-07-21	MLB
2			2	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-08	MLB
3			3	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-19	MLB
4			4	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17	MLB
5			5	PARKS PORTIONS MOVED TO GREEN	11-02-07	MLB
6			6	ADDED 2012 SIDEWALK CHANGES	01-11-11	MLB

ENGINEER	DATE

ENGINEER	DATE

**City of Saskatoon**  
Infrastructure Services Department

**SIDEWALK CLEARING**

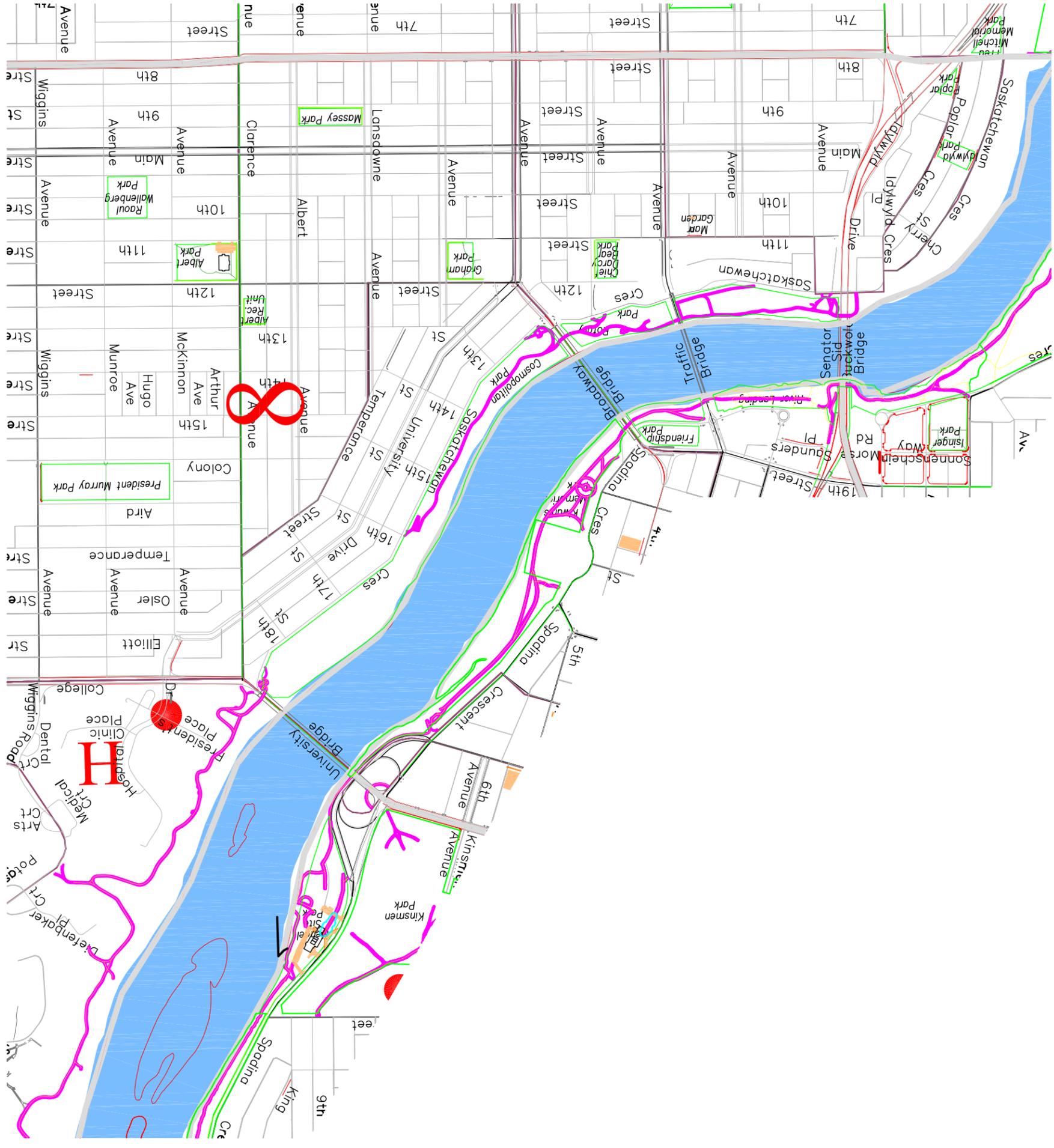
- PW SIDEWALKS
- PW PATHWAYS
- PARKS SIDEWALKS
- PARKS PATHWAYS
- FACILITIES SIDEWALKS
- FACILITIES PARKING LOTS

GENERAL MANAGER \_\_\_\_\_ P. ENG \_\_\_\_\_  
DATE \_\_\_\_\_  
SHEET NO. \_\_\_\_\_  
SCALE: HORIZ. \_\_\_\_\_ VERT. \_\_\_\_\_  
PLAN NO. AREA 8A R007



**REVISED**

Jun. 15/15



NO.	DESCRIPTION	DATE	BY
1	BASE PLAN	07-11-07	MLB
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-10-08	MLB
3	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-09	MLB
4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-10	ALN
5	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17	ALN
6	PARKS PORTIONS MOVED TO GREEN	11-02-07	ALN
7	ADDED 2011 SIDEWALK CHANGES	11-11-10	ALN

NO.	DESCRIPTION	DATE	BY
1	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-10-08	MLB
2	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-09	MLB
3	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-10	ALN
4	ADDED 2011 SIDEWALK CHANGES	11-11-10	ALN

MUNICIPAL ENGINEERING		PUBLIC WORKS	
ENGINEER	_____	ENGINEER	_____
DRAWN BY	MLB	DRAWN BY	_____
DATE	08-01-21	DATE	_____
CHECKED BY	_____	CHECKED BY	_____
DATE	_____	DATE	_____

**City of Saskatoon**  
Infrastructure Services Department

**SIDEWALK CLEARING**

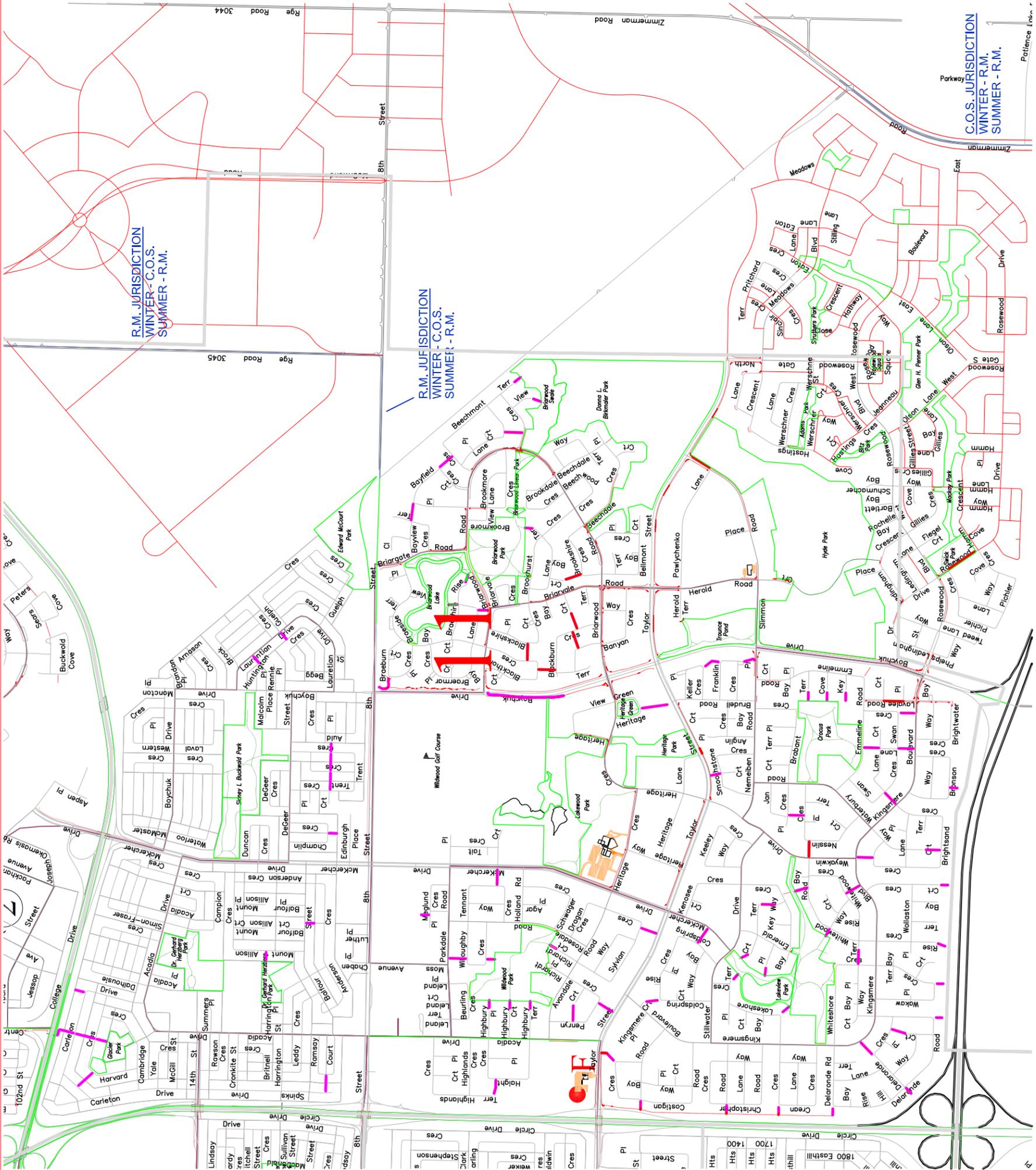
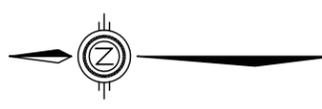
- PW SIDEWALKS
- PW PATHWAYS
- PARKS SIDEWALKS
- PARKS PATHWAYS
- FACILITIES SIDEWALKS
- FACILITIES PARKING LOTS

GENERAL MANAGER \_\_\_\_\_ P. ENG \_\_\_\_\_  
DATE \_\_\_\_\_  
SHEET NO. \_\_\_\_\_  
SCALE: HORIZ. \_\_\_\_\_ VERT. \_\_\_\_\_  
PLAN NO. AREA 8B r007





**REVISED**  
Jun. 15/15



<p>GENERAL MANAGER _____ P. ENG _____ DATE _____</p>																																	
<p>SCALES: HORIZ. N.T.S. _____ VERT. _____ SHEET NO. _____ PLAN NO. AREA 11 r007</p>																																	
<p><b>City of Saskatoon</b> Infrastructure Services Department</p>																																	
<p><b>SIDEWALK CLEARING</b></p> <ul style="list-style-type: none"> <li>PW SIDEWALKS</li> <li>PW PATHWAYS</li> <li>PARKS SIDEWALKS</li> <li>PARKS PATHWAYS</li> <li>FACILITIES SIDEWALKS</li> <li>FACILITIES PARKING LOTS</li> </ul>																																	
<p><b>STAMP</b></p>																																	
<p><b>MUNICIPAL ENGINEERING</b></p> <p>ENGINEER _____ DRAWN BY _____ DATE _____ CHECKED BY _____ DATE _____</p>																																	
<p><b>PUBLIC WORKS</b></p> <p>ENGINEER _____ DRAWN BY _____ DATE _____ CHECKED BY _____ DATE _____</p>																																	
<p><b>REVISIONS</b></p> <table border="1"> <thead> <tr> <th>NO.</th> <th>DESCRIPTION</th> <th>DATE</th> <th>BY</th> </tr> </thead> <tbody> <tr> <td>7</td> <td>ADDED 2011 SIDEWALK CHANGES</td> <td>11-11-10</td> <td>ALN</td> </tr> <tr> <td>6</td> <td>PARKS PORTIONS MOVED TO GREEN</td> <td>11-02-07</td> <td>ALN</td> </tr> <tr> <td>5</td> <td>REMOVED PORTIONS WHERE PARKS WILL TAKE OVER</td> <td>10-12-17</td> <td>ALN</td> </tr> <tr> <td>4</td> <td>ADDED 2010 PRIORITY 1 &amp; 2 SIDEWALK CHANGES</td> <td>10-10-26</td> <td>ALN</td> </tr> <tr> <td>3</td> <td>ADDED 2009 PRIORITY 1 &amp; 2 SIDEWALK CHANGES</td> <td>09-10-19</td> <td>MLB</td> </tr> <tr> <td>2</td> <td>ADDED 2008 PRIORITY 1 &amp; 2 SIDEWALK CHANGES</td> <td>09-10-08</td> <td>MLB</td> </tr> <tr> <td>1</td> <td>BASE PLAN</td> <td>07-11-01</td> <td>MLB</td> </tr> </tbody> </table>		NO.	DESCRIPTION	DATE	BY	7	ADDED 2011 SIDEWALK CHANGES	11-11-10	ALN	6	PARKS PORTIONS MOVED TO GREEN	11-02-07	ALN	5	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17	ALN	4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-26	ALN	3	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-19	MLB	2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-08	MLB	1	BASE PLAN	07-11-01	MLB
NO.	DESCRIPTION	DATE	BY																														
7	ADDED 2011 SIDEWALK CHANGES	11-11-10	ALN																														
6	PARKS PORTIONS MOVED TO GREEN	11-02-07	ALN																														
5	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17	ALN																														
4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-26	ALN																														
3	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-19	MLB																														
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-08	MLB																														
1	BASE PLAN	07-11-01	MLB																														

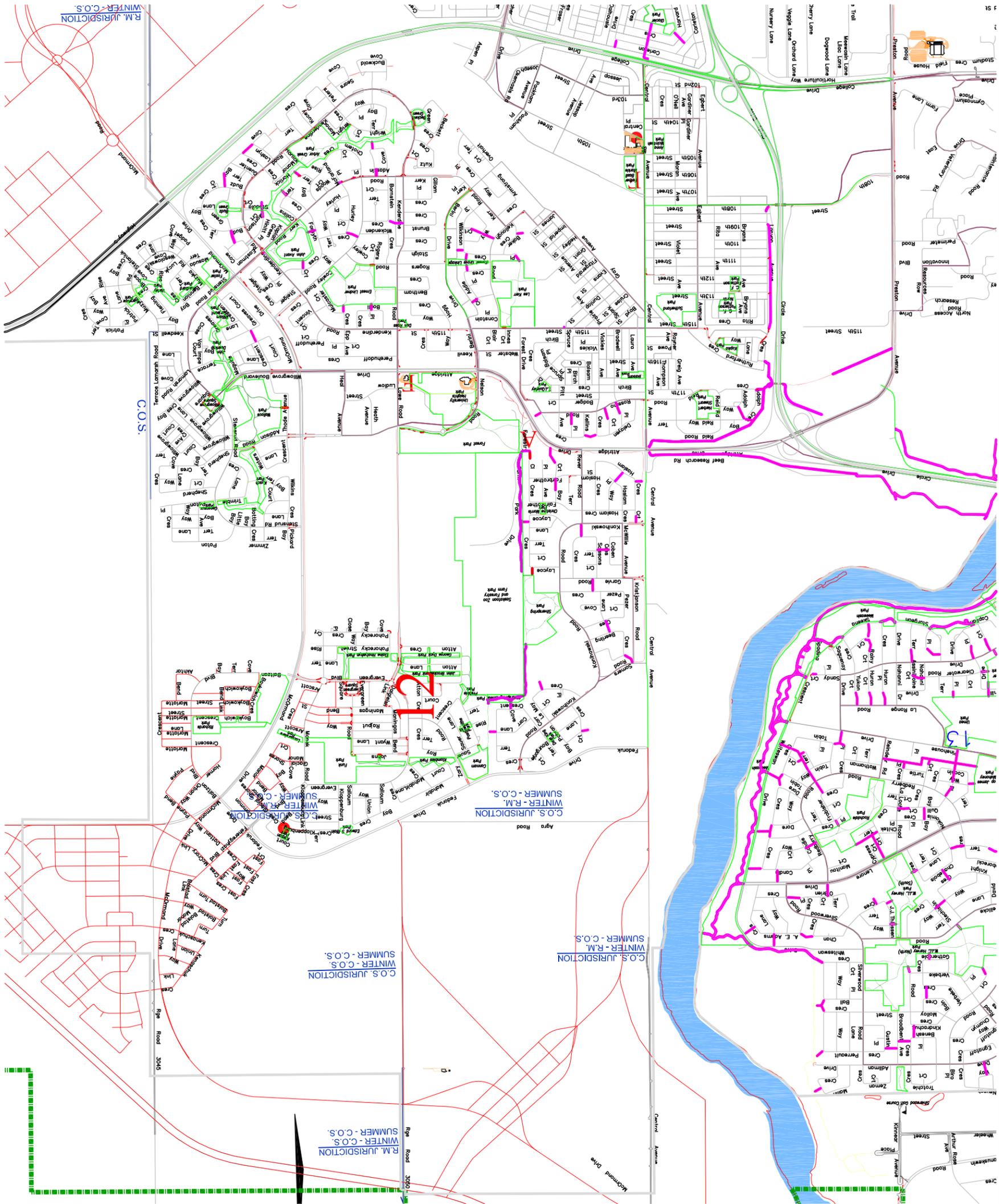






**REVISED**

Jun. 15/15



GENERAL MANAGER \_\_\_\_\_ P. ENG \_\_\_\_\_  
 DATE \_\_\_\_\_  
 SHEET NO. \_\_\_\_\_  
 INCK. N.L.S. \_\_\_\_\_  
 VERT. \_\_\_\_\_  
 PLAN NO. AREA 12 r007

- SIDEWALK CLEARING**
- PW SIDEWALKS
  - PW PATHWAYS
  - PARKS SIDEWALKS
  - PARKS PATHWAYS
  - FACILITIES SIDEWALKS
  - FACILITIES PARKING LOTS

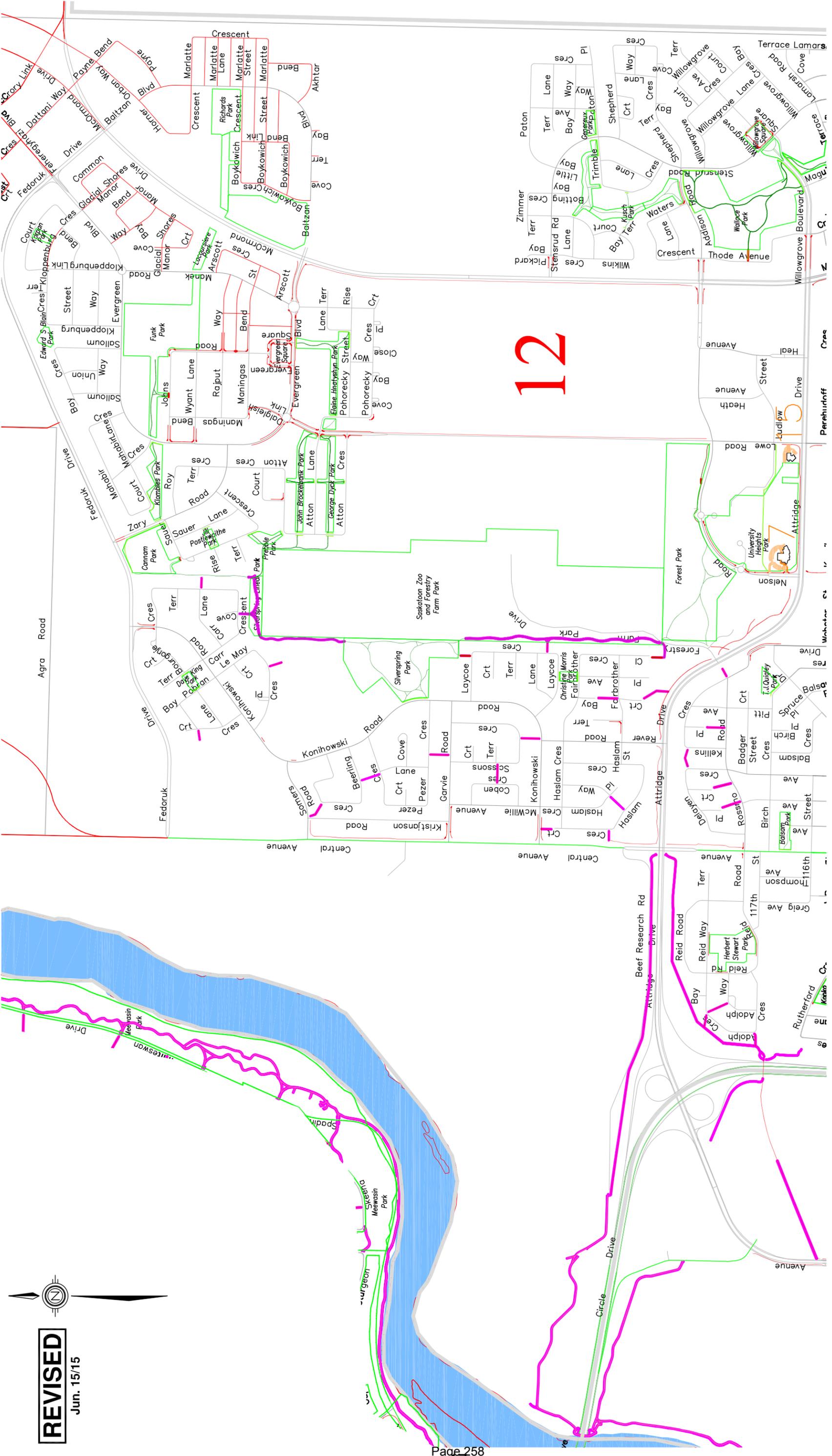


MUNICIPAL ENGINEERING		PUBLIC WORKS	
ENGINEER	_____	ENGINEER	_____
DRAWN BY	_____	DRAWN BY	_____
DATE	_____	DATE	_____
CHECKED BY	_____	CHECKED BY	_____
DATE	_____	DATE	_____

NO.	DESCRIPTION	DATE	REVISIONS	BY
1	BASE PLAN	07-11-01		MLB
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	08-10-08		MLB
3	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-09		MLB
4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-10		ALN
5	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17		ALN
6	PARKS PORTIONS MOVED TO GREEN	11-02-07		ALN
7	ADDED 2011 SIDEWALK CHANGES	11-11-10		ALN

**REVISED**

Jun. 15/15



NO.	DESCRIPTION	DATE	NO.	REVISIONS	DATE	BY
11						
10						
9						
8						
7	ADDED 2011 SIDEWALK CHANGES	11-11-10	AIN			
6	PARKS PORTIONS MOVED TO GREEN	11-02-07	AIN			
5	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17	AIN			
4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-26	AIN			
3	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-19	MLB			
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-08	MLB			
1	BASE PLAN	07-11-01	MLB			

STAMP	
ENGINEER	_____
ENGINEER	_____
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DATE	_____
CHECKED BY	_____
DATE	_____

MUNICIPAL ENGINEERING	
ENGINEER	_____
ENGINEER	_____
DRAWN BY	_____
DATE	_____
CHECKED BY	_____
DATE	_____

PUBLIC WORKS	
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DATE	_____

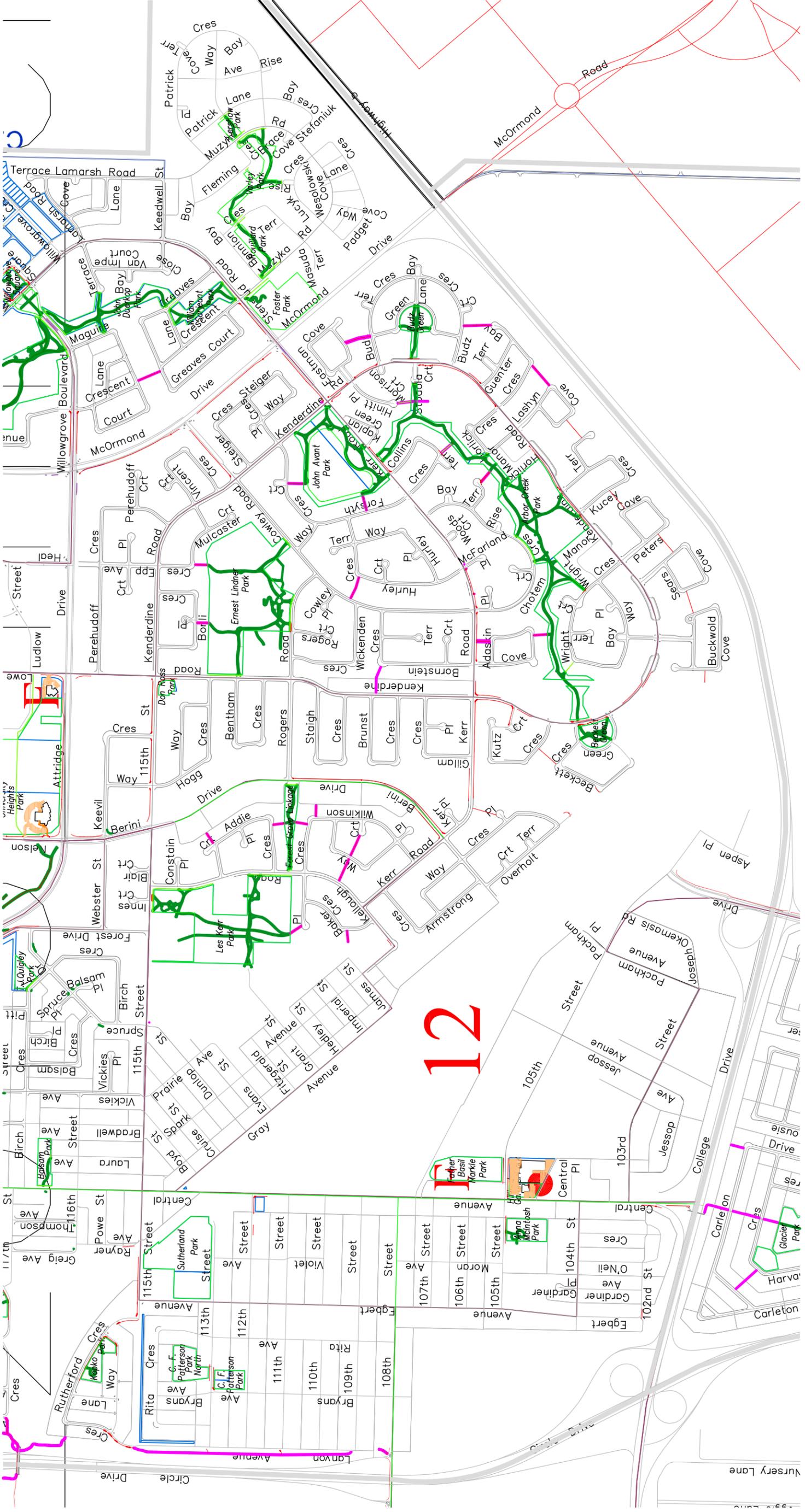


- SIDEWALK CLEARING**
- PW SIDEWALKS
  - PW PATHWAYS
  - PARKS SIDEWALKS
  - PARKS PATHWAYS
  - FACILITIES SIDEWALKS
  - FACILITIES PARKING LOTS

GENERAL MANAGER	_____	P. ENG	_____
DATE	_____	DATE	_____
SCALE: HORIZ. N.T.S.	_____	SHEET NO.	_____
SCALE: VERT. N.T.S.	_____	PLAN NO.	AREA 12A R007

**REVISED**

Jun. 15/15



NO.	DESCRIPTION	DATE	NO.	REVISIONS	DATE	BY
11						
10						
9						
8						
7	ADDED 2011 SIDEWALK CHANGES	11-11-10	ALN			
6	PARKS PORTIONS MOVED TO GREEN	11-02-07	ALN			
5	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17	ALN			
4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-26	ALN			
3	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-19	MLB			
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-08	MLB			
1	BASE PLAN	07-11-01	RO			

MUNICIPAL ENGINEERING		PUBLIC WORKS	
ENGINEER	_____	ENGINEER	_____
ENGINEER	_____	ENGINEER	_____
DRAWN BY	MLB	DRAWN BY	_____
DATE	08-01-21	DATE	_____
CHECKED BY	_____	CHECKED BY	_____
DATE	_____	DATE	_____

STAMP	
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GENERAL MANAGER		P. ENG	
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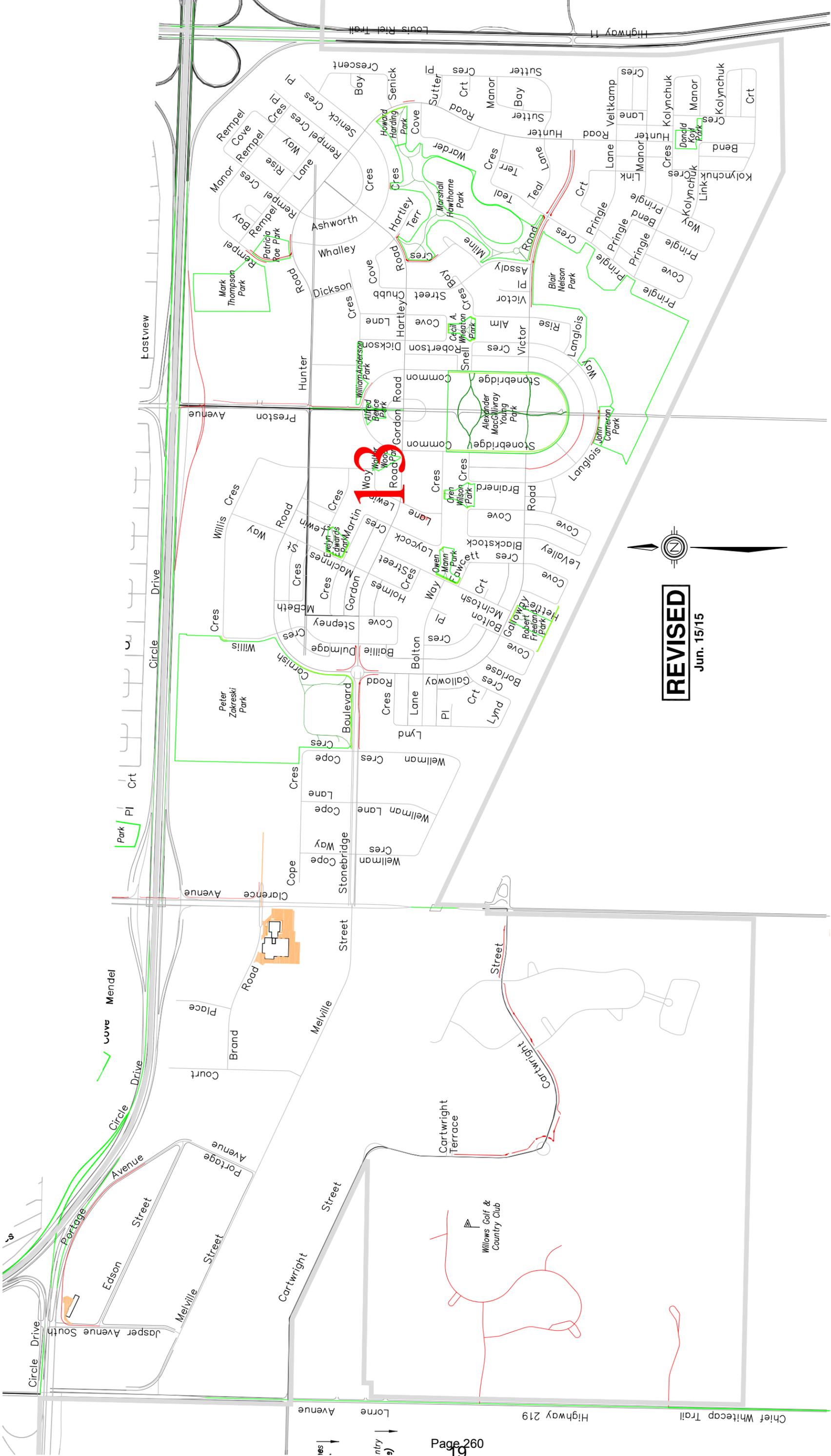
SCALES		DATE	
HOR.	N.T.S.	_____	_____
VERT.	_____	_____	_____

AREA 12B	
PLAN NO.	AREA 12B r007



- SIDEWALK CLEARING**
- PW SIDEWALKS
  - PW PATHWAYS
  - PARKS PATHWAYS
  - FACILITIES SIDEWALKS
  - PARKS SIDEWALKS



IT	NO.	DESCRIPTION	DATE	NO.	BY
1	BASE PLAN		07-11-01		
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES		08-10-08		
3	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES		08-10-08		
4	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES		08-10-08		
5	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES		08-10-08		
6	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES		08-10-08		
7	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES		08-10-08		
8	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES		08-10-08		
9	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES		08-10-08		
10	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES		08-10-08		
11	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES		08-10-08		

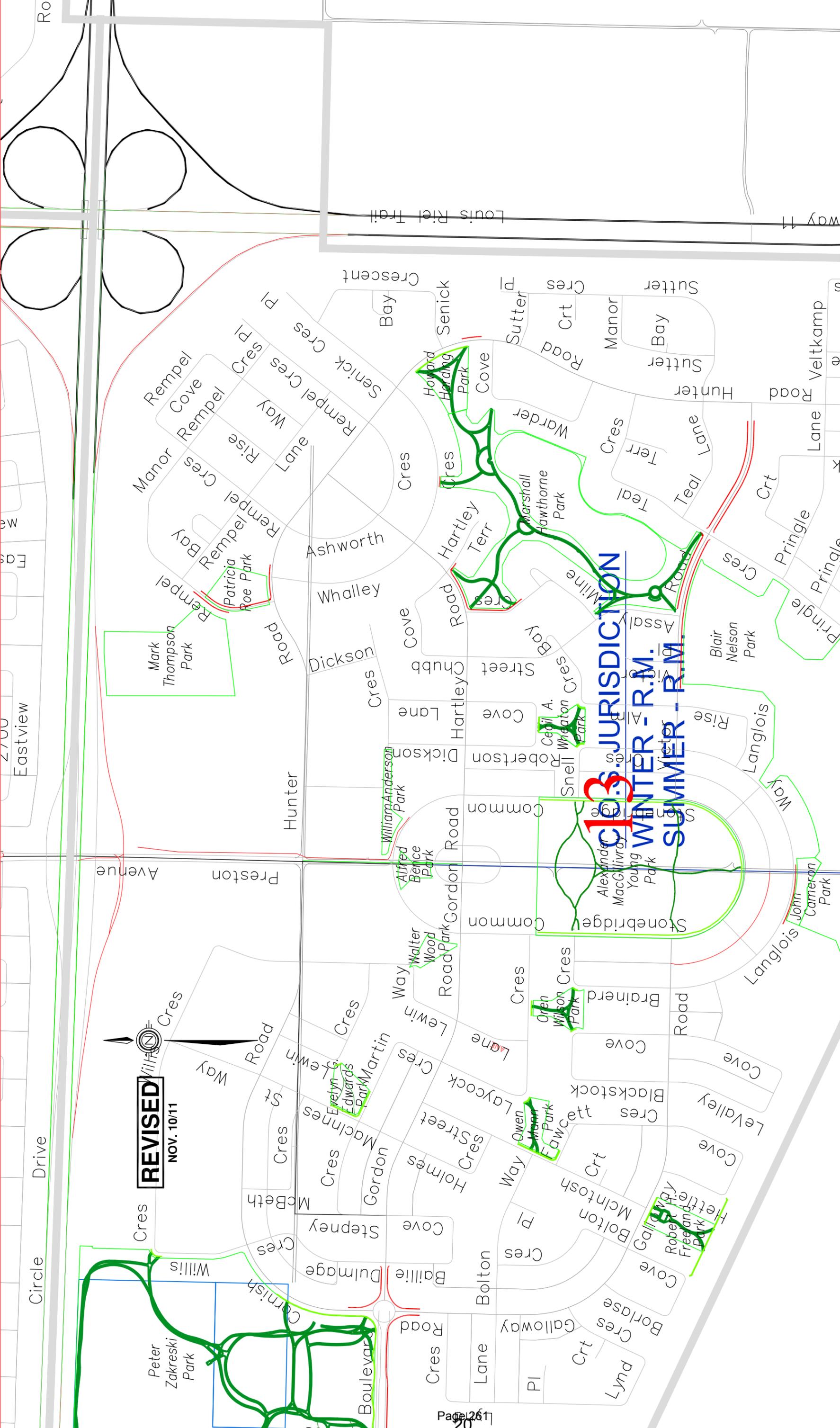
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ENGINEER	ENGINEER	ENGINEER	ENGINEER
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DATE	DATE	DATE	DATE
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MUNICIPAL ENGINEERING		PUBLIC WORKS	
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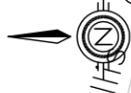


- PW SIDEWALKS
- PW PATHWAYS
- PARKS SIDEWALKS
- PARKS PATHWAYS
- FACILITIES SIDEWALKS
- FACILITIES PARKING LOTS

GENERAL MANAGER \_\_\_\_\_ P. ENG \_\_\_\_\_  
 DATE \_\_\_\_\_ SHEET NO. \_\_\_\_\_  
 SCALES: HOR. N.T.S. \_\_\_\_\_ VERT. \_\_\_\_\_  
 PLAN NO. AREA 13 r007



**REVISED**  
NOV. 10/11



11	DESCRIPTION	DATE	NO.	REVISIONS	BY
10					
9					
8					
7	ADDED 2011 SIDEWALK CHANGES	11-11-10	ALN		
6	PARKS PORTIONS MOVED TO GREEN	11-02-07	ALN		
5	REMOVED PORTIONS WHERE PARKS WILL TAKE OVER	10-12-17	ALN		
4	ADDED 2010 PRIORITY 1 & 2 SIDEWALK CHANGES	10-10-26	ALN		
3	ADDED 2009 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-19	MLB		
2	ADDED 2008 PRIORITY 1 & 2 SIDEWALK CHANGES	09-10-08	MLB		
1	BASE PLAN	07-11-01	RO		

STAMP		PUBLIC WORKS	
ENGINEER	ENGINEER	ENGINEER	ENGINEER
DATE	DATE	DATE	DATE
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DATE	DATE	DATE	DATE
CHECKED BY	CHECKED BY	CHECKED BY	CHECKED BY
DATE	DATE	DATE	DATE

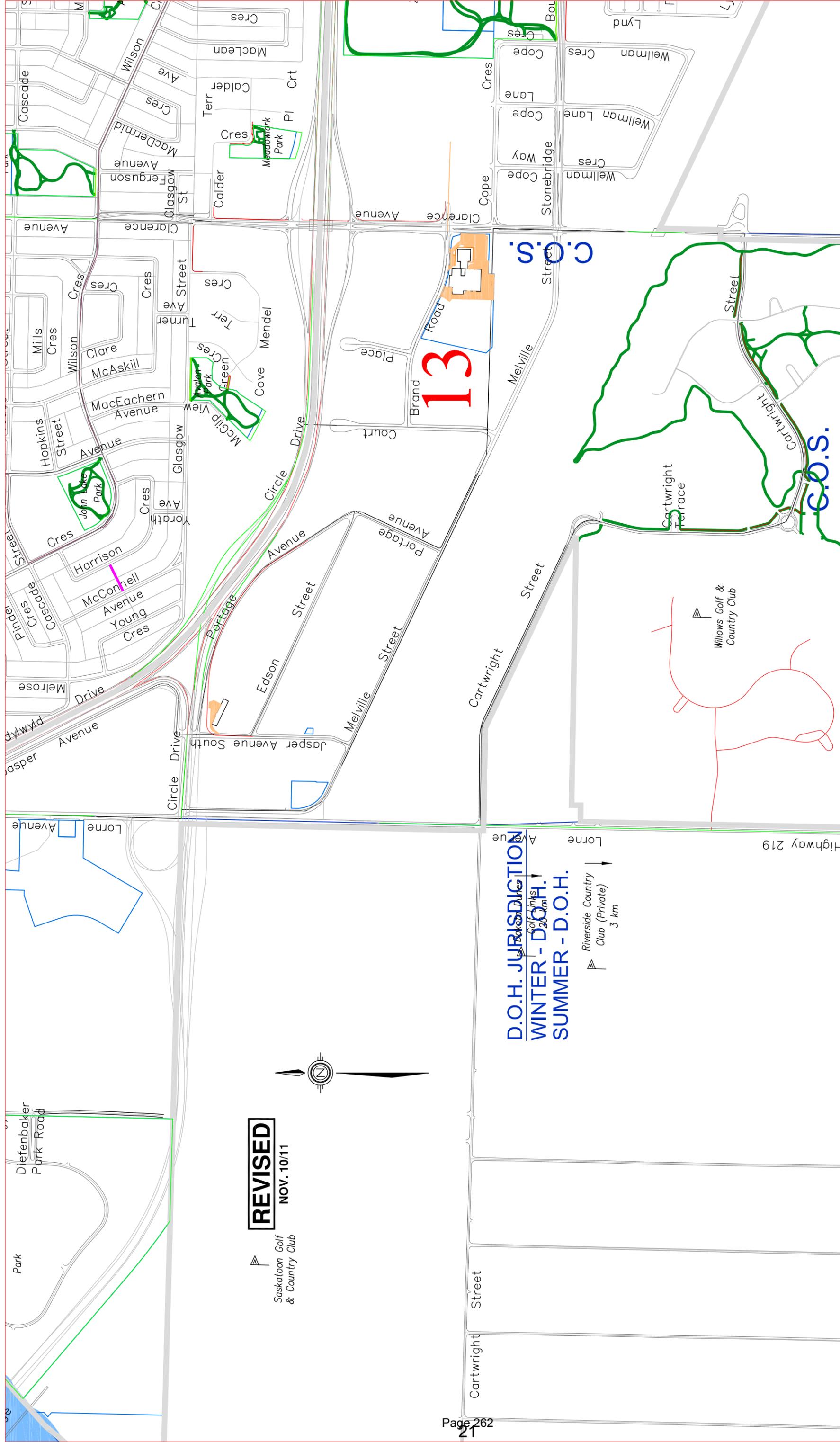
GENERAL MANAGER	P. ENG
DATE	DATE
SCALE: HORIZ. N.T.S.	SHEET NO.
VERT. _____	AREA 13A r007
PLAN NO.	

**City of Saskatoon**  
Infrastructure Services Department

**SIDEWALK CLEARING**

- PW SIDEWALKS
- PARKS PATHWAYS
- FACILITIES SIDEWALKS
- PARKS SIDEWALKS
- FACILITIES PARKING LOTS



**REVISED**  
NOV. 10/11

Saskatoon Golf & Country Club



**D.O.H. JURISDICTION**  
WINTER - D.O.H.  
SUMMER - D.O.H.

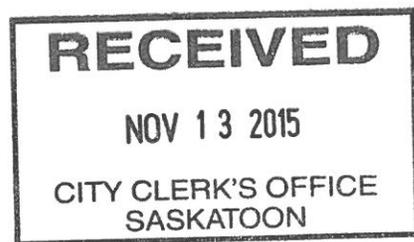
Riverside Country Club (Private)  
3 km

Willows Golf & Country Club

		<b>GENERAL MANAGER</b> _____ <b>DATE</b> _____ <b>SHEET NO.</b> _____ <b>INCH. N.T.S.</b> _____ <b>VERT.</b> _____ <b>PLAN NO.</b> AREA 13B r007	
<b>PUBLIC WORKS</b>		<b>SIDEWALK CLEARING</b>	
ENGINEER _____ ENGINEER _____ DRAWN BY _____ DATE _____ CHECKED BY _____ DATE _____	ENGINEER _____ ENGINEER _____ DRAWN BY _____ DATE _____ CHECKED BY _____ DATE _____	PW SIDEWALKS PW PATHWAYS PARKS SIDEWALKS	PARKS PATHWAYS FACILITIES SIDEWALKS FACILITIES PARKING LOTS
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11 10 9 8 7 6 5 4 3 2 1	DESCRIPTION RO 07-11-01 BASE PLAN	NO. NO. NO. NO. NO. NO. NO. NO. NO. NO.	REVISIONS DATE DATE DATE DATE DATE DATE DATE DATE DATE DATE

6290-1

**From:** Dale Pryma <orifiam@hotmail.com>  
**Sent:** November 12, 2015 5:20 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Thursday, November 12, 2015 - 17:20  
Submitted by anonymous user: 207.164.152.162  
Submitted values are:

Date: Thursday, November 12, 2015  
To: His Worship the Mayor and Members of City Council  
First Name: Dale  
Last Name: Pryma  
Address: 226 Molloy sreet  
City: saskatoon  
Province: Saskatchewan  
Postal Code: s7k 6n5  
Email: [orifiam@hotmail.com](mailto:orifiam@hotmail.com)

Comments:  
I have noticed in the paper about the warning and the two fines for not shoveling the city side walks. I find it real difficult because as hard as I try to keep the side clean in front of our house, there is always a grader that comes down the street and puts a bank of snow on front of the house which usually ends of on the side walk and I once again have to shovel and also make room for the garbage can at the same time. How about I put in for a tax credit for my time.

Also wanted to point out that the city calls it snow removal on the signs it is more snow moval, because as winter goes on the streets just narrower and narrower.

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/50842>



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Taxi Regulation Section

### Recommendation of the Committee

1. That the annual taxi license be increased to \$525 effective January 1, 2016; and
2. That the information be received.

### History

At the November 9, 2015 meeting of the Standing Policy Committee on Transportation, a report of the CFO/General Manager, Asset and Financial Management Department, dated November 9, 2015, was considered.

Your Committee also received presentations from Mr. Carlo Triolo, United Group and Mr. Kelly Frie, Comfort Cabs regarding the matter.

### Attachment

November 9, 2015 report of the CFO/General Manager, Asset and Financial Management Department.

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## Taxi Regulation Section

### Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:

1. That the annual taxi license be increased to \$525 effective January 1, 2016; and
2. That the information be received.

### Topic and Purpose

The purpose of this report is to obtain City Council's approval of an increase in taxi license fees effective January 1, 2016, and to provide information about the feasibility of creating a Taxi Licensing Division or Commission.

### Report Highlights

1. Taxis are an important part of the City of Saskatoon's (City) public transportation service and are heavily relied upon by both residents and visitors to the city.
2. There is no one model of taxi regulation that operates equally well in every jurisdiction.
3. Current legislation requires City Council to approve all changes to the Taxi Bylaw, 2014.
4. The Taxi regulation process includes a bylaw enforcement component, a Taxi Review Committee and the Licensing Appeals Committee. The responsibility for taxi regulation will be concentrated into the position of a Taxi Bylaw Coordinator.
5. Taxi license fees will increase to \$525 effective January 1, 2016.

### Strategic Goal

Taxi regulation supports the long-term strategy of optimizing the flow of people and goods in and around the city under the Strategic Goal of Moving Around.

### Background

At its meeting of October 21, 2013, City Council resolved, in part:

- “5) that the Administration be instructed to report to the Administration and Finance Committee on the feasibility of creation of a Taxi Licensing Division/Commission.”

### Report

#### Regulation of Taxi Service

Taxis are an important part of the City's public transportation service and are heavily relied upon by both residents and visitors to the city. The purpose of regulating taxi service in Saskatoon is to:

## Taxi Regulation Section

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- ensure that the taxi services will be available, safe and economical to use for both citizens and visitors to the city;
- establish rates that are fair and reasonable for both the travelling public and the person involved in the taxi industry;
- ensure that taxi services meet the needs of all citizens and visitors, including persons with mobility and physical disabilities;
- ensure that taxi services operate in a manner that reflects positively on the image of the City; and
- ensure that, in achieving these objectives, all persons involved in the taxi industry are accountable for their part in the provision of taxi services.

### Regulatory Models

The International Association of Taxi Regulators has conducted a peer review for the City of Thunder Bay<sup>1</sup> and stated as one of the principles: “*All taxi regulation is local in context. Successful reform initiatives build on local strengths, respect local history, and recommend actions proportional to community expectations, with a long-term view to building capacity.*”

The review included a list of various governance models (Attachment 1) including Taxi Commissions. In Saskatchewan, *The Cities Act* requires that the responsibility for considering and approving bylaws remains with City Council, eliminating an arms-length commission as a viable option.

### Current Situation

Legislation: *The Cities Act* requires City Council to establish, by bylaw, the regulatory licensing scheme. Under any regulatory structure, City Council would be required to consider and make subsequent changes to the bylaw.

Current Structure: In November of 2010, City Council approved a move to “light regulation.” The consultant who undertook the study recommended the establishment of a Taxi Regulatory Division (Attachment 2) that would include a:

- Bylaw Enforcement Division;
- Review Committee; and
- Licensing Appeals Board.

Regulation/enforcement has been the responsibility of Corporate Revenue (Asset and Financial Management Department). The recommendations that are brought forward to City Council are discussed with the Review Committee and incorporate input of the stakeholders as required.

### Taxi Bylaw Analyst/Coordinator

The role of the Administration is to work with the industry to improve customer service and enforce the bylaw. The full cost of the work is to be recovered through the annual

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<sup>1</sup> <http://www.thunderbay.ca/Assets/City+Government/Council+Meetings/docs/Final+Report+-+Taxi+Bylaw+Peer+Review+Study.pdf>

license renewal fees. A balance is sought between an adequate level and a reasonable cost of regulation.

At the outset of the transition from licensing to “light” regulation, the amount of required time and effort was unknown. The Administration now has experience and stakeholder feedback supporting continued focus on bylaw enforcement, and is implementing a change in structure in 2016 to ensure the ability to meet requirements of taxi regulation.

A reallocation of duties within the Corporate Revenue Division will concentrate the responsibility for taxi regulation including bylaw enforcement into one key position - Taxi Bylaw Analyst/Coordinator. The contract for a liaison position will be continued, and the cost of data management and other support expenses will be funded. The Coordinator will continue to work with the Review Committee and all stakeholders.

In discussions regarding the current model with members of the industry, there was agreement of the value in reviewing data, working together on investigating complaints and enhancing customer service, and on implementing one customer service and cultural awareness training program for all drivers.

### Taxi License Fee Increase

Taxi Bylaw enforcement is funded by taxi license fees which totalled \$81,215 in 2015. In order to support the proposed structure, a budget of \$115,500 is required (Attachment 3). The Administration recommends increasing the taxi license renewal fee from \$375 to \$525 annually. The fee for the transfer of taxi licenses will remain at \$375. The revenue generated will cover salary and benefit costs, funding for enforcement campaigns, training, and miscellaneous expenses such as telephone and office supplies.

### Options to the Recommendation

City Council may choose to not approve the increase in license fees. This option is not recommended as the cost of “light” regulation exceeds the current amount of supporting revenue.

### **Public and/or Stakeholder Involvement**

The Administration receives feedback on an ongoing basis from people involved in the industry and users of the service.

### **Communication Plan**

Should City Council approve the annual taxi license increase, a letter will be sent to all taxi license holders to provide an explanation and notification of the increase. The annual taxi license renewal forms will be adjusted to reflect the new rate.

### **Financial Implications**

The licence revenue of \$115,500 will be used to pay for the costs of taxi regulation and bylaw enforcement.

**Other Considerations/Implications**

There are no policy, environmental, privacy, or CPTED implications or considerations.

**Due Date for Follow-up and/or Project Completion**

Should City Council approve these recommendations, a Bylaw amendment will be required to change the annual renewal fee to \$525. The renewal date may be extended to February 1, 2016 from January 1, 2016.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**Attachments**

1. Governance Models
2. Consultant Recommendations - 2010
3. Proposed 2016 Budget

**Report Approval**

Written by: Shelley Sutherland, Director of Corporate Revenue

Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management  
Department

Taxi Regulation\_License Increase.docx

### Governance Models

As taken from the Taxi Bylaw Peer Review Study which was conducted for the Thunder Bay Police Services Board by the International Association of Transportation Regulators (June 4, 2013), the following governance structures are commonly found:

- Taxi Commissions – Autonomous bodies with delegated authority to pass Bylaws (ordinances) and set rates, commonly seen in the U.S. In Ontario, as in the rest of Canada, it is generally understood that the *Municipal Government Act* does not allow Bylaw-making and fee-setting authorities to be delegated in this manner.
- Police Departments – For-Hire Vehicle Licensing and Enforcement Units are a common approach in many U.S. cities, particularly where crime associated with taxis – both criminal activity of the trade as well as theft and assault against the industry – is the overriding consideration. This model is based on the “morality unit” approach, and is historically based on a view that taxis are similar to other crime-prone industries such as pawn shops, adult entertainment and tow trucks, to name a few.
- Consumer Protection and Regulatory Affairs Departments – Typically seen where the municipality also regulates utilities such as cable companies, hydro-electric power, and telecommunications. Where this is the model, one tends to see more rigorous approaches to rate regulation, and entry and control of the market.
- Airport Authorities – Often in smaller jurisdictions where airport business is the primary generator of demand for taxis. Where access to airport arrivals is managed through concession agreements, regulation by an airport authority is a highly effective way to improve vehicle and driver standards.
- City Clerks and Treasury – Often in smaller jurisdictions where taxis are an extension of other revenue generating operations such as business licensing and gaming licenses. The City of Windsor currently operates in this way.
- Planning and Development – The least common governance structure amongst the International Association of Taxi Regulators’ members, but one that often brings a high degree of competency to the challenges of economic regulation.
- Business Licensing and Enforcement – An increasingly preferred governance, similar to Clerks and Treasury governance, particularly in Ontario where larger municipalities have moved licensing functions out of Clerks and into its own department. Enforcement is usually combined with officers responsible for a broad range of bylaws including noise, smoking, and other community standards, sign bylaws, graffiti, as well as licensing.
- Municipal Transit – Taxis have too often been excluded from municipal transportation planning, even though they are an important transportation option. A growing number of cities are working to improve the integration of taxis into the larger public transportation discussion, particularly with respect to shared-ride paratransit services. This can be facilitated by moving taxi regulation into the Municipal Transit Agency.

### Consultant Recommendations - 2010

As a result of the taxi study in 2010, the consultant recommended the establishment of a Taxi Regulator Division/Board, which would include the:

1. Expansion of the Bylaw Enforcement Division.
2. Establishment of a Review Committee (City Solicitor's Office, Police, Transit, and Transportation representation). The objective would be to review recommendations/decisions, including input and needs of the customer, dispatch companies, and drivers.
3. Investigation of potentially establishing a Licensing Appeals Board (possibly to hear all licensing appeals).

Based on the consultant's recommendations, implementations have been done and the current Taxi Bylaw Enforcement structure is as follows:

1. Bylaw Enforcement: To make the transition to "light regulation", the administrative oversight and enforcement responsibilities have remained with current staff of Corporate Revenue. A part-time contract position has been in place to assist with implementation of the Bylaw requirements and further education and enforcement.
2. Review Committee (City Solicitor's Office, Saskatoon Police Service, Access Transit, Community Standards and Transportation representation). The objective of this group is to review recommendations/decisions. Stakeholder input, including taxi drivers, license holders, and brokers, is sought regularly through meetings, open houses, and providing contact information (phone numbers and email addresses) for direct communication.
3. Licensing Appeals Board was created and implemented in 2012.

Proposed 2016 Budget

<u>Numbers/Categories of Taxi Licenses</u>	
Regular	160
Accessible	5
Temporary Accessible	21
Seasonal	24
	<hr/>
	210

Proposed Tax Bylaw Enforcement Budget

Revenue:	
Annual Renewal Fees (210 x \$525)	\$ 110,250
Miscellaneous Fees (estimated)	\$ 5,250
	<hr/>
	\$ 115,500
Expenses:	
Taxi Analyst/Manager	\$ 80,000
Bylaw Enforcement Expenses	\$ 24,000
Data Administration	\$ 5,500
Training and Office Expenses	\$ 6,000
	<hr/>
	\$ 115,500



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## 8th Street Transit Corridor Review

### Recommendation of the Committee

1. That Saskatoon Transit be directed to further develop the service along 8<sup>th</sup> Street as outlined in the report of the General Manager, Transportation and Utilities Department dated November 9, 2015, and conduct public consultations and community engagement; and
2. That the Administration report back by April 2016, so that City Council can decide whether or not to implement changes in July of 2016.

### History

At the November 9, 2015 meeting of the Standing Policy Committee on Transportation, a report of the General Manager, Transportation and Utilities Department, dated November 9, 2015, was considered.

Your Committee also received a presentation from Mr. Robert Clipperton, Bus Riders of Saskatoon, who spoke in support of the recommendation.

### Attachment

November 9, 2015 report of the General Manager, Transportation and Utilities Department.

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## 8th Street Transit Corridor Review

### Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:

1. That Saskatoon Transit be directed to further develop the service along 8<sup>th</sup> Street as outlined in this report, and conduct public consultations and community engagement; and
2. That the Administration report back by April 2016, so that City Council can decide whether or not to implement changes in July of 2016.

### Topic and Purpose

The purpose of this report is to present the Standing Policy Committee on Transportation with a concept being evaluated by the Administration that would see a re-deployment of Transit resources available along the 8<sup>th</sup> Street Corridor. The re-deployment would introduce a higher frequency service along this corridor, in line with principles and concepts found in the Growth Plan to Half a Million (Growth Plan). This re-deployment would demonstrate the concept of 5 and 10 minute frequency along 8<sup>th</sup> Street.

### Report Highlights

1. Saskatoon Transit is evaluating the possibility of a demonstration project that would include re-deploying service to achieve a 5 and 10 minute frequency along the 8<sup>th</sup> Street Corridor.
2. Saskatoon Transit has had many successes in 2015 and service has been consistently delivered for a number of months.

### Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Moving Around, including the 4-Year Priority to change attitudes around public transit and increase Saskatoon Transit ridership. This report also introduces some principles and concepts found in the Growth Plan and demonstrates higher frequency service in the short term using existing resources.

### Background

Saskatoon Transit currently provides, in industry terms, coverage service. Coverage service is that which is provided to all citizens in all parts of the city and is relatively consistent. Current service strives to provide pickups within 450 meters of any residence, routing most service through the Downtown Terminal and providing service to stops roughly every 35 minutes. Saskatoon Transit provides additional service in the morning and afternoon peak hours, over and above the base coverage service, which increases service frequency at those times to meet ridership levels. Reports to the Standing Policy Committee on Transportation and City Council, regarding the Growth Plan, have highlighted what can be done in the 5 to 10 year and beyond timeframe.

This report provides a possible demonstration of what could be done to increase frequency utilizing the resources currently providing service along the 8<sup>th</sup> Street Corridor.

### Report

Saskatoon Transit Administration has reviewed the service currently provided along the 8<sup>th</sup> Street Corridor. Saskatoon Transit Planners have identified that it could be possible to re-deploy current resources and achieve service approaching 5 minute frequencies along 8<sup>th</sup> Street during peak hours, and 10 minute frequency for the remainder of weekdays and on Saturday. Frequency of 30 minutes would be provided on evenings (Monday to Saturday), early Saturday mornings, and on statutory holidays and Sundays.

In essence, existing route timing would be de-coupled from the current pulse approach, and routes would be re-timed to ensure there is a bus along 8<sup>th</sup> Street every 5 minutes during peak periods and every 10 minutes at off-peak periods. Buses would collect neighbourhood-level passengers on their numbered routes, and once the bus arrives at 8<sup>th</sup> Street, it would be automatically re-named to the effect, “CBD Via 8<sup>th</sup> Street”. This will result in an easy-to-understand naming convention.

This approach will result in some separation between University-based service and downtown commuter service. It is the Administration’s perspective that the U-Pass has resulted in schedules driven by University ridership, at times to the detriment of downtown commuter service. University ridership is and will continue to be a significant portion of transit ridership, and downtown commuter ridership will be enhanced to similar service levels.

Saskatoon Transit is focusing on the 8<sup>th</sup> Street Corridor for this concept demonstration because it is a fairly self-contained area for transit service. The current routing more easily lends itself to the creation of a higher frequency service. There are not as many external influences, most notably rail crossings, in this area of the city that would impede a higher frequency corridor.

Attachment 1 is a map showing how changing some of the routing builds frequency along 8<sup>th</sup> Street, but still provides neighbourhood services at levels similar to what is found today. While this is a preliminary demonstration of the concept, it does show the changes possible by using the resources differently. At this time, the concept being reviewed does not:

- Change school service;
- Change distances from bus stops for residences, schools or assisted living facilities;
- Rationalize Bus Stops; and
- Transit has not consulted anyone outside of Saskatoon Transit regarding the scope or effects of these potential changes.

### Fall 2015 Service Update

Following is an update on some of the issues raised since January 2015:

- April 2, 2015 was the last time service was cancelled due to buses not being available.
- Service since that time has been extremely dependable, and in particular the Fall 2015 school year start-up was the most issue-free in many years.
- Although fleet condition continues to be a concern for Transit, on a typical day there have been eight or more spare buses ready for service. The ongoing bus replacement strategy will bolster the resilience of the fleet, most importantly during winter months.
- From September 21 – 26, 2015 Saskatoon Transit saw great success with the 'Arrive in Smiles' campaign. Positive feedback from customers was received through various social media platforms, in person and through word of mouth. Media coverage of the campaign was positive and plentiful throughout the week; there was also an unexpected internal benefit: increased staff morale and engagement.
- End of day check-in with operators. This program was created to provide more assistance and communication between operators and service supervisors. To accomplish this, Supervisors drop fare boxes for dispatch at 0115 hrs and meet with every operator that comes in to the garage at the end of the evening. Saskatoon Transit regularly has Supervisors in the terminals in AM peek 0700-0900 hrs and PM peek 1400-1700 hrs. Terminals visited vary depending on incident based reporting.

### **Options to the Recommendation**

If City Council determines that this demonstration warrants a full scale pilot along the 8<sup>th</sup> Street Corridor, there is time to begin community consultation and schedule transit service changes to allow this to be put in place for the July 2016 sign up. If a pilot is not appropriate before consideration of the Growth Plan, it can wait until after the discussions in March 2016 and then be phased in for the July 2017 sign up. Priorities for similar reviews to follow the 8<sup>th</sup> Street Corridor would be 22<sup>nd</sup> Street, Idywyld Drive/Warman Road and College Drive.

### **Public and/or Stakeholder Involvement**

Public and stakeholder engagement is key when making changes to any Transit services, but in a case where there are fundamental changes to the service, it is mandatory and must be done well. Partners in the community such as Bus Riders of Saskatoon, 8<sup>th</sup> Street Business Association and Broadway Business Improvement District, the affected community associations, as well as residents of the affected areas will be asked for their continuing input as this concept moves forward.

### **Communication Plan**

Upon approval of any service changes, a communications plan will be developed which could include a PSA, news release, social media, and paid advertising.

### **Financial Implications**

At present, this is a demonstration of a concept for information only. If the concepts found in the Growth Plan are approved, there will be a requirement for public consultations for those along the 8<sup>th</sup> Street Corridor which will be done using existing resources within Saskatoon Transit for 2016. This demonstration concept uses existing resources to provide different services than the current coverage model, and there should be no requirement for additional resources.

### **Other Considerations/Implications**

There are no policy, environmental, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

This report will be followed up with the Growth Plan strategy in March of 2016.

### **Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

### **Attachment**

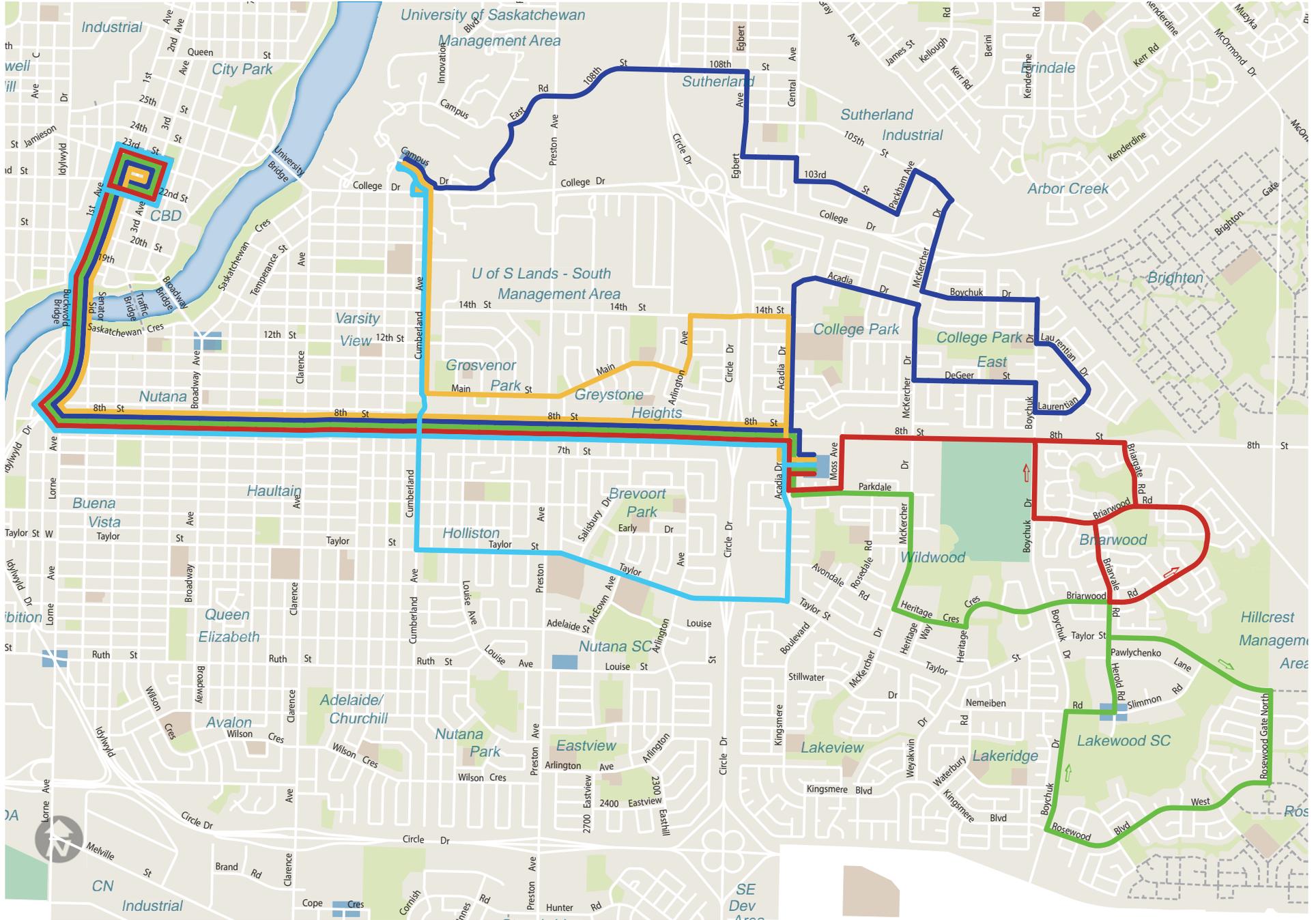
1. All Route Changes

### **Report Approval**

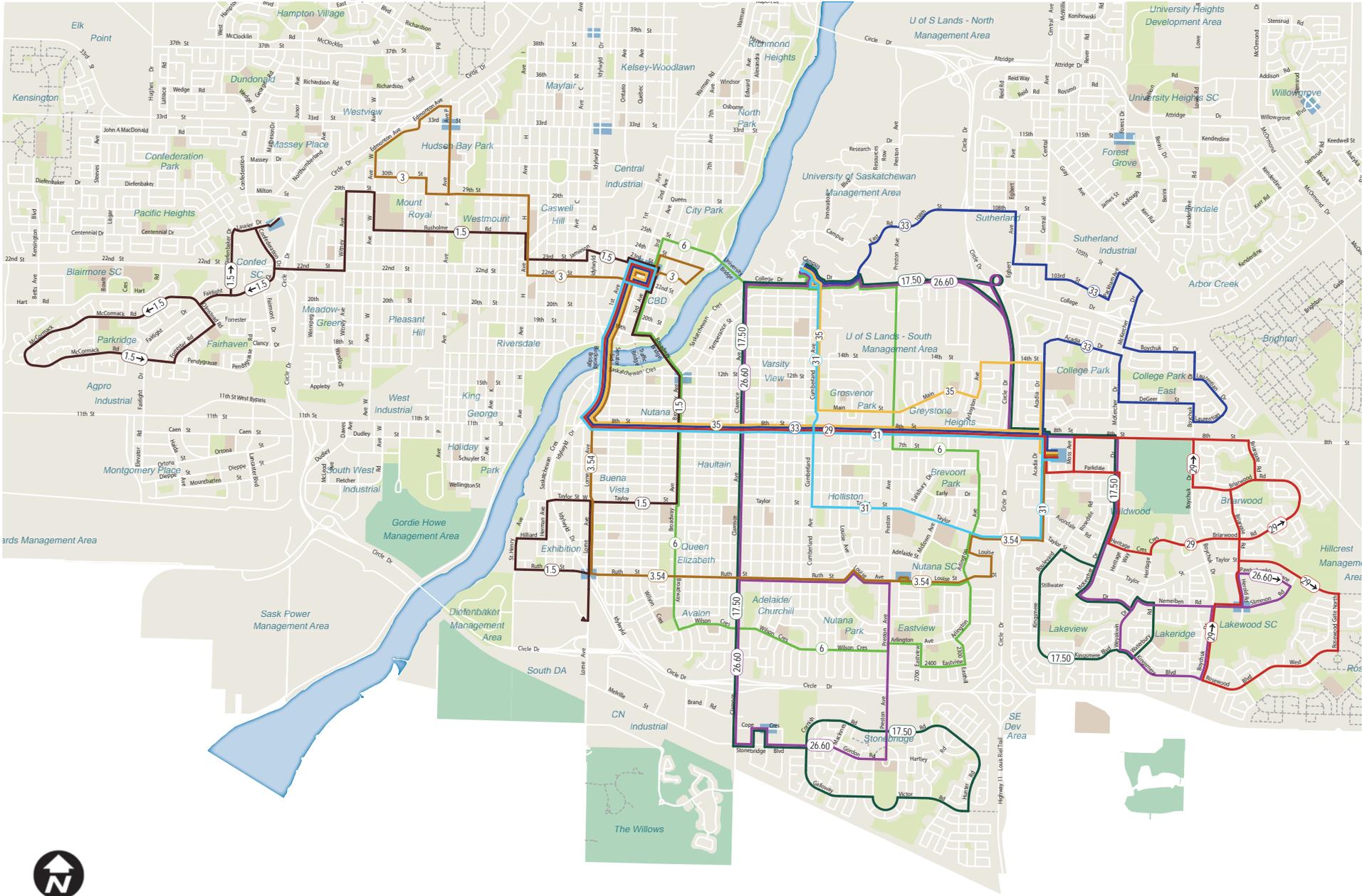
Written by: Jim McDonald, Director of Transit  
Reviewed by: Alan Wallace, Director of Planning  
Reviewed by: Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

Trans JM – 8<sup>th</sup> Street Transit Corridor Review.docx

# All Route Changes



# All Route Changes





# **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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## **Strategic Plan: 2015 Progress Report for Performance Measures**

### **Recommendation of the Committee**

That the report of the General Manager, Corporate Performance Department dated November 9, 2015 be received as information.

### **History**

At the November 9, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Corporate Performance Department dated November 9, 2015 was considered.

### **Attachment**

November 9, 2015 Report of the General Manager, Corporate Performance.

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# Strategic Plan: 2015 Progress Report for Performance Measures

## Recommendations

That the report of the General Manager, Corporate Performance Department dated November 9, 2015 be forwarded to City Council for information.

## Topic and Purpose

The purpose of this report is to provide a mid-year update on 16 performance measures that have new information (Attachment 1).

## Report Highlights

1. Mid-year updates are available for 16 of the 25 corporate performance measures.
2. All divisions have identified initiatives and supporting measures that contribute to the corporate targets.
3. Next Steps: “Our Performance” website will be updated with mid-year progress towards targets, how we are making strides, opportunities for improvement, and strategies for success.

## Strategic Goal

A robust performance measurement program will contribute to the City’s strategic goal of “A Culture of Continuous Improvement” and the vision of becoming the best-managed city in Canada. Performance measures and targets will help focus resources and actions to make progress on all strategic goals.

## Background

Performance Measures for our 2013-2023 Strategic Plan were approved by City Council on April 27, 2015 after consultations with citizens and stakeholders. As follow-up, the April 27, 2015 report committed that:

“The Administration will provide regular updates to Executive Committee and/or City Council.”

## Report

### Progress Highlights

Of the 16 performance measures with new data available, the following seven targets are moving in the desired direction or were met as an annual target:

- Representative Workforce
- Zero Lost Time Incidents
- 500 New Attainable Housing Units annually (met)
- Vacancy Rate for Rental Housing of 3% (met)
- Increase in Cycling-Specific Infrastructure of 10%
- One to Two Year Supply of Residential and Industrial Land (met)
- 5% Decrease in Crime Rates Relative to the Previous Five-Year Average (met)

The following two targets were similar in 2015 to what they were in 2014:

- 90% Satisfaction with Civic Services
- Maintain Key Civic Infrastructure at B Service Level

The following two targets did not move in the desired direction relative to the previous year:

- 70% of Waste Diverted from the Landfill
- 5% Annual Decrease in Traffic Collisions (First six months of 2014 and 2015)

The following five indicators were also updated:

- Municipal Property Tax as a Percentage of Total Municipal Revenues
- Perceived Quality of Life
- Population Growth
- Number and Value of Building Permits (first six months)
- Business Growth

“Perceived Quality of Life” decreased only slightly from last year but has trended downward over the last three years from 91% in 2012 to 85% in 2015. Perceptions of quality of life may be influenced by the general economic situation which the City has little influence over. The City will continue to collaborate with other levels of government and community organizations to ensure services are available for marginalized populations.

“Municipal Property Taxes as a Percentage of Total Municipal Revenues” have increased every year since 2012; however, the increases have been specifically driven by service level increases in Transportation and Police Services that are supported by increased property taxes. The City is continuing to evaluate alternative revenue sources and address growth through continuous improvement to help keep property taxes lower. Utilities are expected to contribute \$56.2 million in revenues to the 2016 budget to fund civic programs and services.

City waste diversion programs, particularly residential recycling programs, are increasing the life of our landfill by reducing waste going to the landfill. New data; however, indicates that waste diversion through the new diversion programs has not kept pace with the increase in waste going to the landfill as a result of growth. The Environmental and Corporate Initiatives division is planning to complete a comprehensive community waste audit and develop a waste diversion plan that outlines the specific strategies and benchmarks for increasing the waste diversion rate to 70% by 2023. Communications are also being undertaken to increase the amount of non-contaminated materials being recycled through the multi-unit residential recycling program.

“Traffic Collisions” increased in 2015 because of more cars on the road leading to more congestion, more distracted drivers, and less traffic enforcement as police officers were redeployed to higher priority activities. The collisions are being addressed through continued implementation of the *Strategic Traffic Safety Action Plan* which identifies

seven focus areas for traffic safety: aggressive driving, distracted driving, impaired driving, intersections, older drivers, young drivers, and vulnerable road users. The City has made changes to increase “participation at City-owned recreation and culture facilities” including implementing a lower pricing strategy for leisure centres and opening the newly renovated PotashCorp Playland at Kinsmen Park. Although 2015 numbers are not yet available for the target, the dashboard status was changed from “needs improvement” to “neutral”.

The following summarizes the most recent status of all 25 of the City’s performance measures:

- Watching: 6
- Annual Target Met or Long-Term Target On-Track: 8
- Neutral: 6
- Needs Improvement: 5

### Supporting Initiatives

Each division identified initiatives and supporting measures for 2016 linked to our corporate performance targets. All divisions have initiatives that support targets under our strategic goal of a Culture of Continuous Improvement and the majority of divisions identified initiatives to support the Environmental Leadership targets.

The following are some examples of 2016 division initiatives that support the corporate targets:

- Zero lost time incidents: Enhance our safety culture by implementing a comprehensive Health and Safety Management System with clear responsibilities for all employees.
- Representative workforce: Cultural awareness and inclusion training, career pathing for Aboriginal employees
- Citizen satisfaction with civic services: Implement Service Saskatoon and the 311/Customer Relationship Management System; initial focus will be on service provided by Public Works.
- Municipal tax increase less than Municipal Price Index (MPI): Continuous improvement initiatives such as improved road sanding process, standardized information technology applications
- Reduction in GHG emissions: More efficient routes for city vehicles, installing more LED streetlights, newer vehicles with better mileage and fewer emissions
- Waste diversion of 70%: Implementation of Managed Print, incentives for compost bins in new neighbourhoods, Recovery Park

The proposed “*2016 Corporate Business Plan and Budget*” includes over 60 supporting initiatives under Performance Measures in the business line overviews.

### Next Steps

- Update “Our Performance Website” to incorporate new performance information.
- Continue to work with divisions on monitoring and refining supporting targets and initiatives.

- Evaluate the performance measures and make any recommendations for changes when the 2015 end-of-year update is completed.
- Continue with further integration of the performance measures and targets into our business planning and budgeting processes.

**Communication Plan**

- The Performance Measures Update as of July 2015 will be highlighted under “Announcements” on the Saskatoon.ca website homepage.
- The Progress Report will be promoted through social media, including Facebook and Twitter.

**Other Considerations/Implications**

There are no options to the recommendation, policy, environmental, privacy, or Safety/Crime Prevention Through Environmental Design (CPTED) implications or considerations.

**Due Date for Follow-up and/or Project Completion**

In early 2016, an updated progress report with available data as of December 31, 2015 and a summary of significant effects on the targets will be provided to City Council.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**Attachment**

1. Performance Measures Progress Report as of July 2015, Making Strides towards our Strategic Goals

**Report Approval**

Written by: Angela Schmidt, Performance Measurement Consultant,  
Strategic and Business Planning  
Reviewed by: Kim Matheson, Director, Strategic and Business Planning  
Approved by: Catherine Gryba, General Manager, Corporate Performance  
Department

# **Performance Measures**

**Progress Report as of July 2015**

***Making Strides towards our Strategic Goals***



## INTRODUCTION

A performance measurement program contributes to the City of Saskatoon's strategic goal of "A Culture of Continuous Improvement" and the vision of becoming the best-managed city in Canada. In April 2015, City Council approved 25 corporate performance measures to help focus the City's resources and actions to make progress towards our strategic goals and to help assess whether investments are achieving expected results. Our 25 performance measures include 19 targets that we are working to achieve and six indicators that we are watching to evaluate progress towards our corporate goals.

New data is available for 16 of the City's corporate performance measures as of July 2015. The following seven targets are moving in the desired direction or were met as an annual target:

- Representative Workforce
- Zero Lost Time Incidents
- 500 New Attainable Housing Units annually (met)
- Vacancy Rate for Rental Housing of 3% (met)
- Increase in Cycling-Specific Infrastructure of 10%
- One- to Two-Year Supply of Residential and Industrial Land (met)
- 5% Decrease in Crime Rates Relative to the Previous Five-Year Average (met)

The following two targets were similar in 2015 to what they were in 2014:

- 90% Satisfaction with Civic Services
- Maintain Key Civic Infrastructure at B Service Level

The following two targets did not move in the desired direction relative to the previous year:

- 70% of Waste Diverted from the Landfill
- 5% Annual Decrease in Traffic Collisions (First six months of 2014 and 2015)

The following five indicators were also updated:

- Municipal Property Tax as a Percentage of Total Municipal Revenues
- Perceived Quality of Life
- Population Growth
- Number and Value of Building Permits (first six months)
- Business Growth

"Perceived Quality of Life" decreased only slightly from last year but has trended downward over the last three years from 91% in 2012 to 85% in 2015. Perceptions of quality of life may be influenced by the general economic situation which the City has little influence over. The City will continue to collaborate with other levels of government and community organizations to ensure services are available for marginalized populations.

"Municipal Property Taxes as a Percentage of Total Municipal Revenues" have increased every year since 2012. The City is continuing to evaluate alternative revenue sources and address growth through continuous improvement to help keep property taxes lower. Utilities are expected to contribute \$56.2 million in revenues to the 2016 budget to fund civic programs and services and help to keep property taxes lower. This includes \$3.0 million from the first year phase-in of a 10% ROI for the Water and Waste Water Utilities.

City waste diversion programs, particularly residential recycling programs, are increasing the life of our landfill by reducing waste going to the landfill. New data, however, indicates that waste diversion through the new diversion programs has not kept pace with the increase in waste going to the landfill as a result of growth. Environment and Corporate Initiatives is planning to complete a comprehensive community waste audit and develop a Waste Diversion Plan that outlines the specific strategies and benchmarks for increasing the waste diversion rate to 70% by 2023. Communications are also being undertaken to increase the amount of non-contaminated materials being recycled through the multi-unit residential recycling program.

“Traffic Collisions” increased in 2015 because of more cars on the road leading to more congestion, distracted drivers, and less traffic enforcement as police officers were redeployed to higher priority activities. The collisions are being addressed through continued implementation of the Strategic Traffic Safety Action Plan which identifies seven focus areas for traffic safety: aggressive driving, distracted driving, impaired driving, intersections, older drivers, young drivers, and vulnerable road users.

The City has made changes to increase “participation at City-owned recreation and culture facilities” including implementing a lower pricing strategy for leisure centres, opening the newly renovated PotashCorp Playland at Kinsmen Park, and starting the transition to the new Remai Modern Art Gallery of Saskatchewan. Although 2015 numbers are not yet available for the target, the dashboard status was changed from “needs improvement” to “neutral” to reflect the changes the City has implemented.

The following summarizes the most recent status of the City’s 25 performance measures:

- Watching: 6
- Annual Target Met or Long-Term Target On-Track: 8
- Neutral: 6
- Needs Improvement: 5

The 2014/15 Performance Measures Progress Update on the following page summarizes the most recent progress and status of all 25 performance measures. This is followed by additional information on the performance measures with new data and initiatives.

## 2014/2015 Performance Measures Progress Update

19 Performance Targets	Progress
<b>Culture of Continuous Improvement</b>	
Overall Satisfaction with Civic Services of 90% or more	—
City of Saskatoon's Workforce Represents the Diversity of Saskatoon's Population	↓
Zero Lost Time Incidents	↓
<b>Asset and Financial Sustainability</b>	
Annual Municipal Property Tax Increase Equal or Less than Municipal Price Index	↓
Maximum Long-Term Tax-Supported Debt per Capita of \$1,750	↓
Maintain Key Civic Infrastructure Status at Annual 'B' Service Level	—
<b>Quality of Life</b>	
500 New Units Annually Across the Attainable Housing Continuum	↑
Maintain an Average Rental Housing Vacancy Rate of 3%	↑
Increase visits to City Recreation & Culture Facilities to 6,600 Visits per 1,000 Residents	—
Decrease Overall Crime Rates by 5.0% Annually over the Previous Five-Year Average	↓
Respond to Fire Calls Within Six Minutes and 20 Seconds at Least 90% of the Time	↑
<b>Environmental Leadership</b>	
Divert 70% of Waste from the Saskatoon Landfill	↓
Reduce the City of Saskatoon's Greenhouse Gas Emissions by 30% from 2006 Levels	↑
<b>Sustainable Growth</b>	
At Least 25% Five-Year Rolling Average of Residential Development is in Infill Neighbourhoods	↑
<b>Moving Around</b>	
Increase the Amount of Cycling-Specific Infrastructure by 10%	↑
Increase Transit Ridership to 62 Rides Per Capita	↓
20% of People Use Cycling, Walking or Transit to get to Work	—
Decrease Traffic Collisions by 5% Annually	↑
<b>Economic Diversity and Prosperity</b>	
One Year Inventory of Land for Single Family Units, a Two-Year Inventory of Land for Multi-family Units and a Two-Year Inventory of Industrial Land	↓

### 6 Indicators

- The measure is being monitored as an indicator of progress.
- No target has been set because of the external influences on progress.

Municipal Property Tax per Capita	Watching
Municipal Property Tax as a Percentage of Total Revenues	Watching
Perceived Quality of Life	Watching
Population Growth Rate	Watching
Building Activity (Building Permits)	Watching
Business Growth	Watching

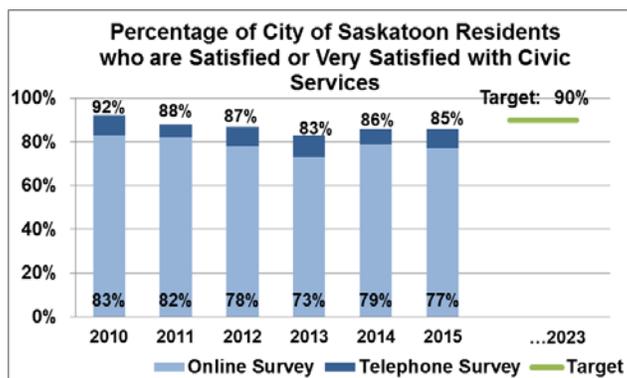
### Overall Progress Definitions

<b>On – Track</b>	<ul style="list-style-type: none"> <li>• Annual target has been met, and/or</li> <li>• Improvement has been made from the previous year, and/or</li> <li>• Minimal change in direction is required to achieve the target</li> </ul>
<b>Neutral</b>	<ul style="list-style-type: none"> <li>• No new numbers, and/or</li> <li>• No change or relatively small change from previous year or baseline, and/or</li> <li>• Moderate change is required to achieve the target</li> </ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"> <li>• Annual target has not been met by a significant amount, and/or</li> <li>• Adverse change from baseline and from previous year, and/or</li> <li>• Significant change is required to achieve the target</li> </ul>
<b>“Achieved Target”</b>	<ul style="list-style-type: none"> <li>• Annual or long-term targets have been met</li> </ul>
<b>Progress Relative to Previous Year (or Most Recent Period)</b>	
↑ ↓	• Progress increased or decreased towards target or preferred direction
—	• No change in progress or no new information
↓ ↑	• Progress increased or decreased away from target or preferred direction



## Culture of Continuous Improvement

### Vision: Saskatoon is the best-managed city in Canada

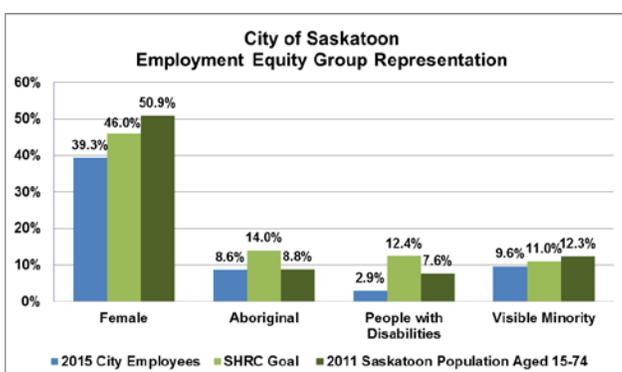


The City of Saskatoon strives to continually improve civic services to increase citizen satisfaction. In 2015, citizen satisfaction is highest for quality of drinking water, fire protection, accessibility of city parks, and electrical services reliability.

Satisfaction is lowest for road maintenance and affordable housing. Road and sidewalk repair, crime and policing, traffic flow and congestion, and general infrastructure are most commonly identified as the most important issues facing the city.

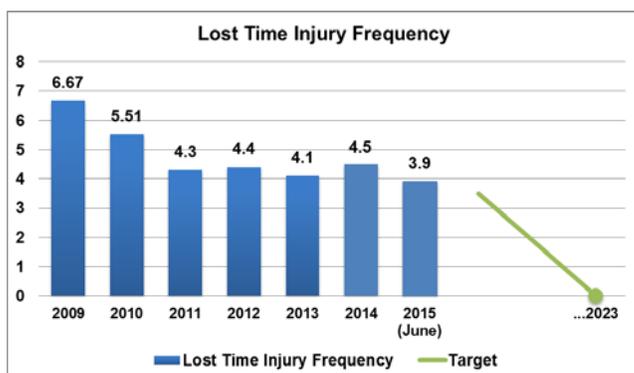
The City is striving for a workforce representative of our population. Considerable progress has been made to increase employment of visible minorities.

New targets set by the Saskatchewan Human Rights Commission in 2014 highlight opportunities for the City to improve recruitment of Aboriginal employees, employees with disabilities, and women in under-represented roles.



The City has made strides in reducing its Lost Time Injury Frequency (LTIF) over the last few years through emphasizing a culture of “safety first”. The LTIF has decreased by over 40% since 2009.

Incidents including “near misses” are being tracked and all divisions have initiatives in place to help keep their employees safe.



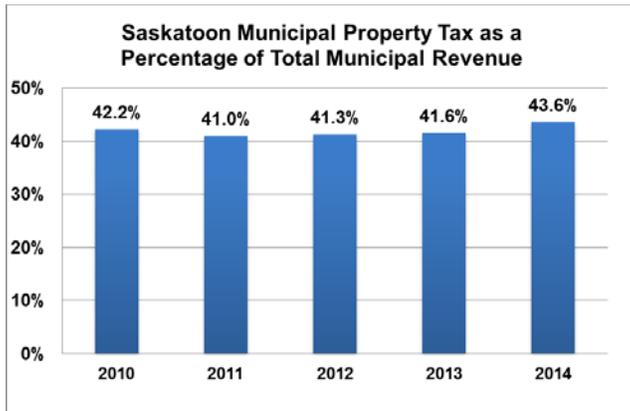
### Key Strategies for Success

- Identifying new ways through Innovation Teams to provide the best possible services for citizens and increase workplace efficiencies as part of the City’s **Performance Improvement Plan**.
- Implementing **citizen-focused technology** including a user-friendly website, *Service Saskatoon* (one-stop customer service), public Wi-Fi access in more designated areas, and Open Data.
- Implementing the new **2015 Diversity and Inclusion Report** and the seven-point **Aboriginal Employment Action Plan** to reduce barriers to recruiting and retaining a diverse workforce.
- Providing **cultural awareness and inclusion training** to foster workplaces that welcome diverse employees.
- Enhancing our **safety culture** by implementing a comprehensive **Health and Safety Management System** with clear responsibilities for all employees.
- Ensuring that all incidents that have, or could have, resulted in an injury are investigated and **proactive strategies** are put in place to reduce future similar incidents.
- Developing plans to help employees who are injured at work to **return to work** as soon as safely possible.



# Asset and Financial Sustainability

Vision: Saskatoon invests in what matters



Non-tax revenues are an important part of the City’s total revenues because they help to keep everyone’s municipal taxes lower. Non-tax revenues include fees for service which directly contribute to the cost of providing those services.

The proportion of municipal property taxes relative to total municipal revenue has increased over the last three years because of increased service levels in Transportation and Police Services that are supported by increased property taxes. Additionally, growth in non-tax revenues has not kept up with expenditure growth associated with the rapid increase in population that the City has experienced.

## Key Civic Infrastructure

A “B Service Level” funding plan for “our road network” will be met by 2017 to slowly reduce the backlog of roads needing rehabilitation through the Building Better Roads program. An investment of \$53.5 million was made in 2015 to improve the condition of our roads, an amount that was more than double the 2011 investment of \$24.6 million. With continually aging infrastructure, higher levels of future investments will be needed to meet expected condition levels.

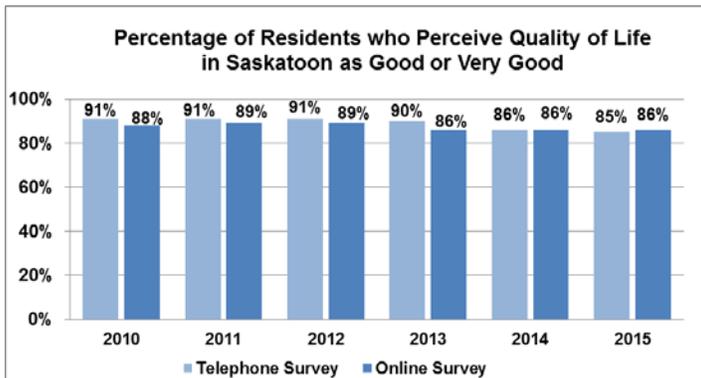
## Key Strategies for Success

- Continuing to implement continuous improvement and identify alternative revenue sources to address the City’s growth-related costs.
- Engaging citizens in **Shaping Saskatoon’s Financial Future** through a new budget process that will get input on the City’s spending priorities.
- Utilizing **Public Private Partnerships** to provide new infrastructure if there are long-term net benefits for citizens.
- Implementing **Building Better Roads**, a four-year strategy (2014 - 2017) to dramatically improve the condition, safety and longevity of Saskatoon’s road network.
- Developing a **Corporate Asset Management Plan** to achieve desired service levels for key civic infrastructure.



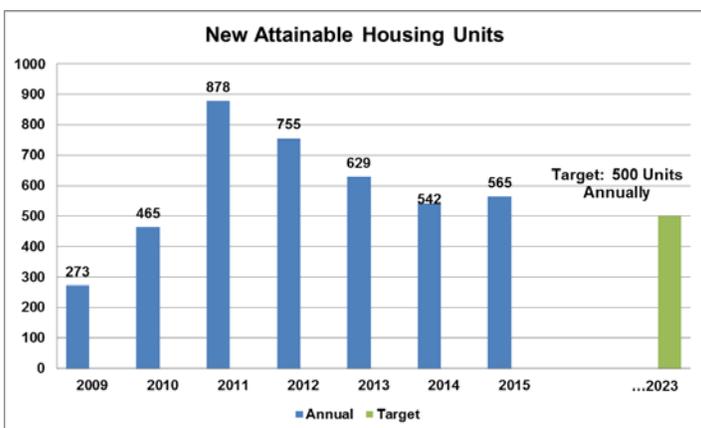
# Quality of Life

Vision: Saskatoon is a warm, welcoming people place



Citizens' perception of their quality of life is influenced by many factors, some of which are environmental and personal factors. Services supported by the City, such as recreation and culture activities, adequate housing, and emergency services also contribute to high quality of life.

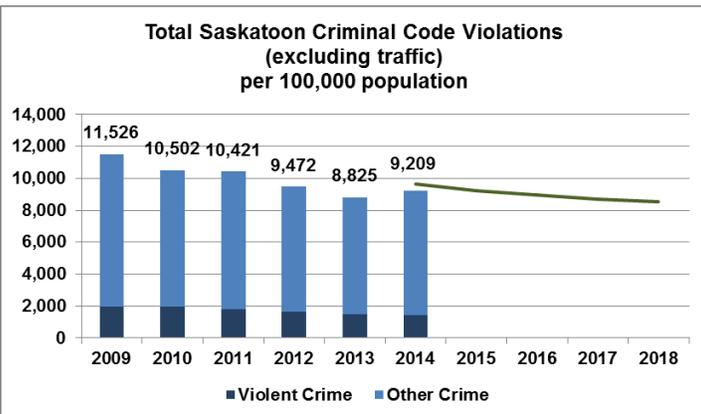
In 2015, 85% of telephone respondents and 86% of online respondents indicated good or very good perceptions of quality of life in Saskatoon. Quality of life perceptions compare favourably to perceptions in other major Western Canadian cities but decreased slightly since 2012.



The City supported the development of 565 attainable housing units in 2015 which exceeded the target. The City's *Housing Business Plan* contains a variety of incentives and initiatives which support the creation of attainable housing units across the housing continuum from emergency shelters to home ownership units for first-time buyers.



In 2015, Saskatoon's vacancy rate increased to above the national average and at 4.6% it is the highest it has been in 10 years. Some areas of the city have up to 12% vacancy rates. The higher vacancy rates are influenced by new rental supply; economic factors; and low interest rates, stable home prices, and incentives from developers for condos which are making home ownership an attractive option.



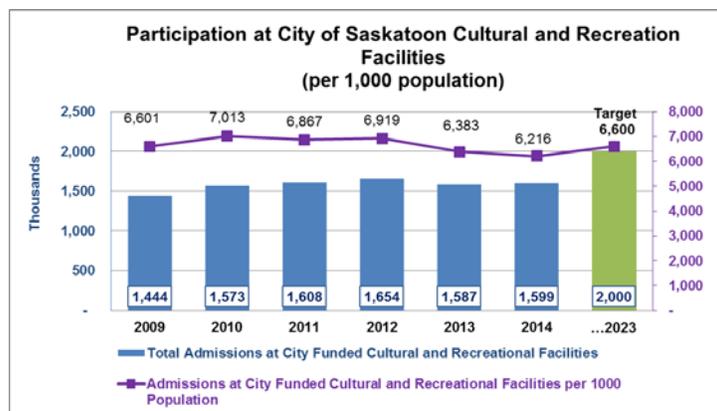
Feeling safe in neighbourhoods contributes to quality of life. Saskatoon's per capita crime rate in 2014 was 11.7% lower than the average over the previous five years. The per capita crime rate has decreased by 22% since 2009.

Saskatoon's per capita crime rates were higher than in other major Western Canadian cities and increased slightly in 2014. A marginalized population and the City's rapid population growth contribute to crime challenges. After roads and infrastructure, citizens identify "crime and policing" as the next most important issue facing Saskatoon. Rising gang activity is a top concern.



## Quality of Life

Vision: Saskatoon is a warm, welcoming place



Data for 2015 is not yet available to reflect changes made to increase “participation at City-owned recreation and culture facilities.” For instance, a lower pricing strategy to increase participation at leisure centres was implemented and the newly renovated PotashCorp Playland at Kinsmen Park was opened. The transition to the new Remai Modern Art Gallery of Saskatchewan began in 2015 with the closure of the Mendel which will decrease visitation numbers in the short-term but will increase longer-term visitation.

As a result of the changes made by the City, the dashboard status was changed from “needs improvement” to “neutral”.

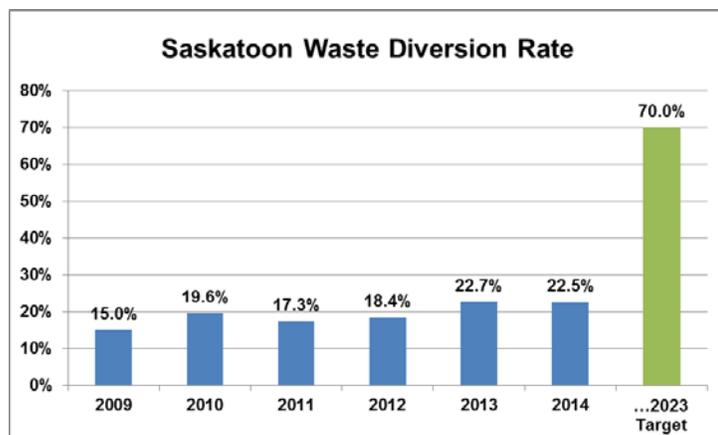
### Key Strategies for Success

- Implementing **Saskatoon’s Housing Business Plan 2012-2022**.
- Strengthening partnerships with Aboriginal organizations to enhance access to training, employment, economic opportunities, and housing.
- Developing a new **Recreation and Parks Master Plan** to provide accessible recreation opportunities to meet changing needs.
- Working in partnership with community-based organizations to develop a new **joint-use city centre recreation facility** to better serve core neighbourhoods.
- Partnering to construct and operate a **winter recreation park and lifestyle centre** at Diefenbaker Park
- Completing construction and transitioning of the new **Remai Modern Art Gallery of Saskatchewan**.
- Working with community organizations to implement **Age-Friendly Saskatoon Initiative** recommendations.
- Ensuring City of Saskatoon services and facilities are **physically and financially accessible**.
- Working in partnership with the community to develop collaborative **community-based policing** strategies to reduce crime by combining enforcement with proactive prevention, education, and early intervention.
- Developing a plan to **strategically locate fire stations** to maximize the service area that can be reached within four minutes to meet the safety needs of citizens and minimize overlap of service areas.



## Environmental Leadership

Vision: Saskatoon grows in harmony with nature



In 2014, the total amount of waste recycled in Saskatoon increased by 4.5% and helped recapture 10% of the landfill airspace, equivalent to adding 5.5 years to its life. With the addition of the Multi-Unit Residential Recycling Program, recycling is now accessible to all Saskatoon residents. The amount of hazardous waste collected during the Household Hazardous Waste Collection Days increased by over 40% in 2014. Participants in the Green-Cart Yard Waste Program almost doubled in two years to 5,800 subscribers in 2015.

Although strides have been made in diverting waste, the proportion of waste going to the landfill increased in 2014.

*The amount of garbage collected per home in Saskatoon in 2013 was 0.95 tonnes which is almost 50% more than the national average.*

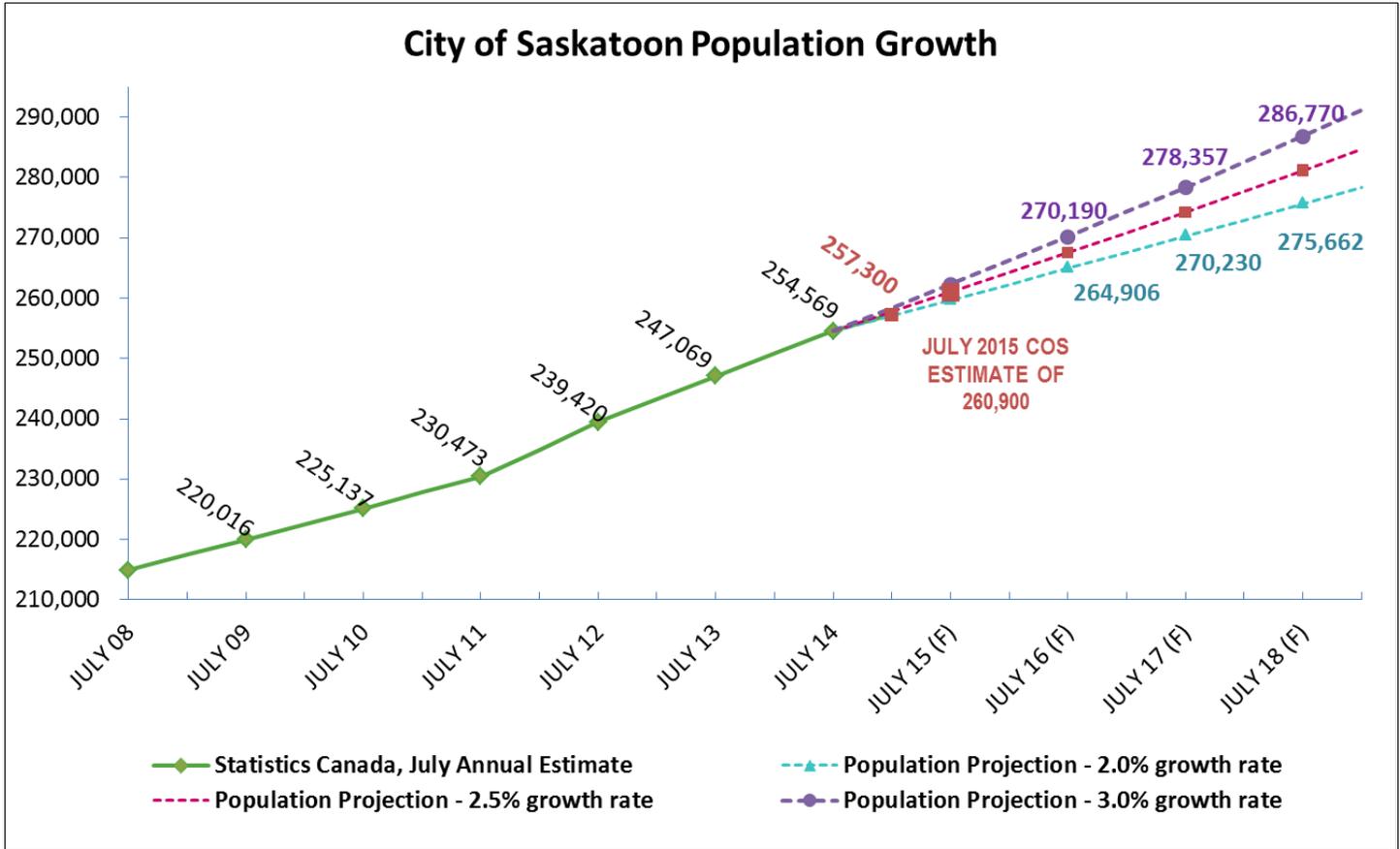
### Key Strategies for Success

- Completing a **comprehensive community waste audit** and developing a **Waste Diversion Plan** that outlines the specific strategies and benchmarks for increasing the waste diversion rate to 70% by 2023.
- Developing **Recovery Park** for community construction material recycling, including a soils hub for civic projects.
- **Diverting food and yard organic material**, which accounts for 38% of total household waste, is critical to achieving the waste diversion target and will also reduce greenhouse gas emissions.
- Creating a **business plan to reduce GHG emissions** while improving Saskatoon's competitive position in the new green economy. The plan will help capture opportunities for energy-efficient practices in City buildings, transportation and operations, and replace conventional energy sources with green energy technologies.
- Implementing broader-scale energy improvements to civic buildings through **Energy Performance Contracting**.



# Sustainable Growth

Vision: Saskatoon is known for smart, sustainable growth



Saskatoon had the fastest growing population among major Canadian cities from 2009 to 2014 with an average annual increase of 2.9%. Growth has slowed during the first half of 2015 to an estimated 2.5% increase.

## Key Strategies for Success

- Implementing the **Neighbourhood Level Infill Development Strategy**.
- Implementing the ‘**growth near major corridors**’ component of the “**Growing Forward! Shaping Saskatoon**” initiative which focuses on infill along 22<sup>nd</sup> Street, 8<sup>th</sup> Street and other key corridors.
- Advancing the timeframe for implementing the **North Downtown Master Plan**.
- Shifting the focus of **Saskatoon Land** to include more development in infill neighbourhoods.
- Partnering with the University of Saskatchewan to expedite implementation of their **Vision 2057 Plan** for its endowment lands.
- Reviewing options for **reducing or replacing offsite levies** considered as “owing” on sites within the City’s infill neighbourhoods with re-development levies to provide more direct benefits to these areas.
- Completing the **Saskatoon North Partnership for Growth Regional Plan** in collaboration with Corman Park, Warman, Martensville, and Osler.



## Moving Around

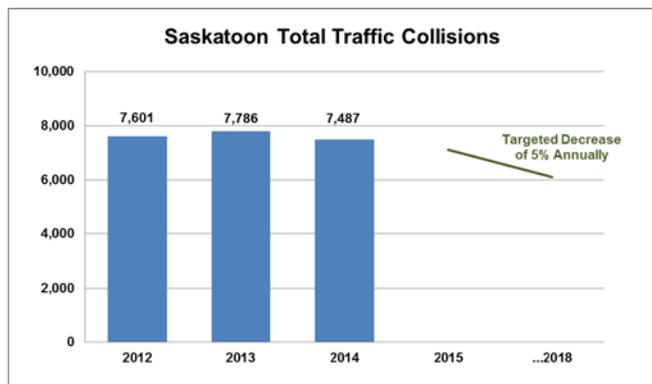
Vision: Saskatoon is on the move.



The City is striving to make cycling easier as a recreational activity and as an environmentally-friendly choice for transportation. Almost 10 km of new bike lanes and paths were added in 2014 and 2015. The 23rd Street Protected Bike Lane opened in July 2015 and will be expanded in 2016 as part of a pilot project.

All full-size buses now have bicycle racks which increase the ability of people to combine cycling and transit to move around.

*The 2011 Census indicated the proportion of people cycling to work in Saskatoon is almost double the average in other similar size Canadian cities.*



Traffic collisions declined by almost 4% in 2014. During the first six months of 2015, however, there were 3,934 collisions, an increase of almost 12% from the same time period in 2014. Traffic collisions increased because of more cars on the road leading to more congestion, distracted drivers, and less traffic enforcement as police officers were redeployed to higher priority activities.

Traffic impacts when roads are under construction are lessened through promoting transit and active transportation choices.

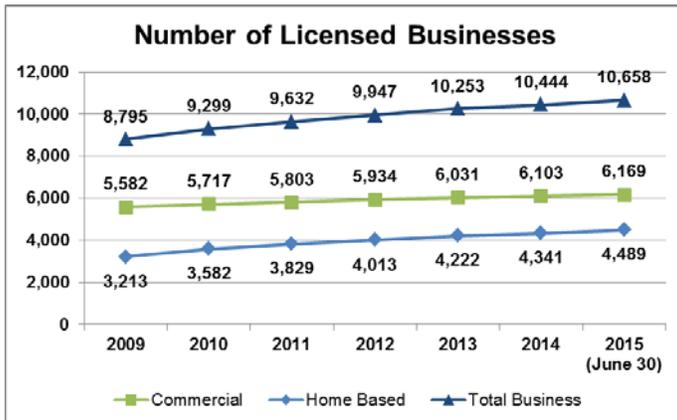
### Key Strategies for Success

- Developing an **Active Transportation Strategy** to make it easier to get around by walking and cycling.
- Ensuring that Saskatoon Land's new commercial, industrial and residential areas include parks, paths and routes that encourage walking, cycling and transit use.
- Piloting an 18-month **Downtown Protected Bike Lane Demonstration Project** in 2015 and 2016.
- Implementing a **Five-Year Transit Plan** including enhanced customer service; reliable, safe and clean bus services; a new marketing campaign; and a funding model to support transition to a modern fleet.
- Completing and implementing the **Growing Forward! Shaping Saskatoon Transit Plan** incorporating Bus Rapid Transit, a high frequency bus service along major corridors featuring dedicated bus lanes, enhanced stations and real-time information.
- Implementing the **Strategic Traffic Safety Action Plan** which identifies seven focus areas for traffic safety: aggressive driving, distracted driving, impaired driving, intersections, older drivers, young drivers, and vulnerable road users.
- Building the **North Commuter Parkway Project** and **Traffic Bridge** and supporting the province on the **Perimeter Highway and North Bridge** to reduce congestion and related traffic collisions.



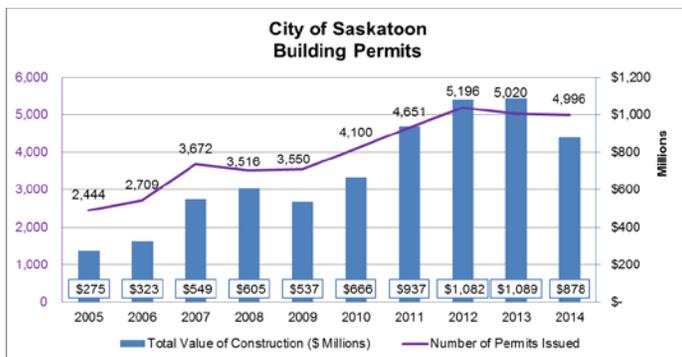
# Economic Diversity & Prosperity

Vision: Saskatoon thrives thanks to a diverse local economy

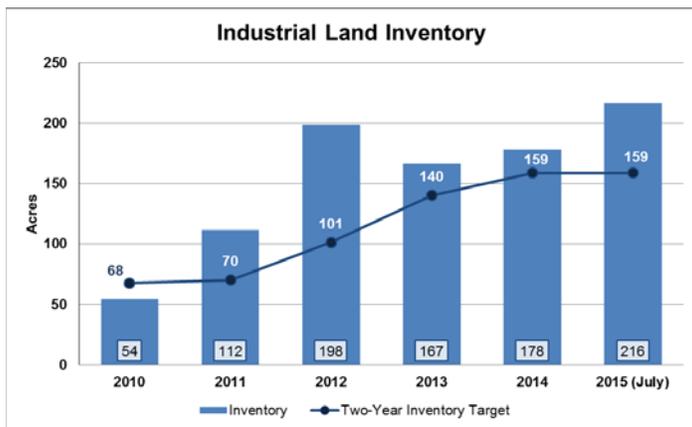


The number of licensed businesses grew by about 2% in 2014 and another 2% during the first six months of 2015. The growth rate is lower than during the previous four years which is reflective of the overall economy. Home-based businesses are growing at a faster rate than other businesses.

*In 2014, the Canadian Federation of Independent Business (CFIB) rated Saskatoon as the third best major city in Canada for starting and growing a business.*



During the first six months of 2015, 2,244 building permits valued at \$444.9M were issued. The annual number and total value of Saskatoon's building permits over the last four years has been significantly higher than prior to 2011. The value in 2014 however saw a decline, largely due to the decrease in the number and average value of commercial and institutional projects. Building permits issued in 2014 represent the creation of 2,936 new residential units.



Saskatoon Land's supply of serviced residential and industrial land increased in 2014 and is meeting the target for a one- to two-year supply of inventory in 2015. The City had 216 acres of serviced industrial land and inventory for 1,855 single family homes and 2,719 multi-family units as of July 2015.

*Saskatoon had the highest average annual economic growth among major Canadian cities from 2005 to 2014. The Conference Board of Canada forecasts that Saskatoon's economic growth will continue to be higher than the Canadian average in 2015 and 2016.*

## Key Strategies for Success

- Maintaining a **business-friendly environment** with competitive property tax rates, fees and permits; online services; infrastructure to support new businesses and workers; and clear public policies to build on the City's strong economic performance.
- **Working collaboratively** with local businesses, Saskatoon Regional Economic Development Authority (SREDA), other levels of government, and educational institutions to promote Saskatoon as a great place to live, work and raise a family.
- Developing an **Employment Area Strategy** to create new employment areas adjacent to residential areas.
- Investing in infrastructure and facilitating the appropriate amount of **serviced residential and industrial land** are keys to attracting new business and generating employment opportunities.



# **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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## **Compact of Mayors**

### **Recommendation of the Committee**

1. That the City of Saskatoon commit to the Compact of Mayors agreement on climate change; and
2. That the Mayor be authorized to sign the Compact of Mayors on behalf of the City of Saskatoon.

### **History**

At the November 9, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Corporate Performance Department dated November 9, 2015 was considered.

### **Attachment**

November 9, 2015 Report of the General Manager, Corporate Performance.

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## Compact of Mayors

### Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the City of Saskatoon commit to the Compact of Mayors agreement on climate change; and
2. That the Mayor be authorized to sign the Compact of Mayors on behalf of the City of Saskatoon.

### Topic and Purpose

The purpose of this report is to provide information on the Compact of Mayors agreement on climate change.

### Report Highlights

1. The City has received a letter of invitation to sign the Compact of Mayors and commit to reducing greenhouse gas (GHG) emissions and adapting to the impacts of climate change.
2. The City of Saskatoon is well-positioned to meet the requirements of the Compact of Mayors.

### Strategic Goals

The recommendation in this report supports the priority to implement the Energy and Greenhouse Gas Reduction Plan under the Strategic Goal of Environmental Leadership.

### Background

A letter from the U.N Secretary-General's Special Envoy for Cities and Climate Change was received (Attachment 1) asking His Worship, Mayor Atchison, to sign the Compact of Mayors as a member of the Federation of Canadian Municipalities, Big City Mayors' Caucus (BCMC).

### Report

#### Commitments Under the Compact of Mayors

The Compact of Mayors ([www.compactofmayors.org](http://www.compactofmayors.org)) was launched at the 2014 United Nations Climate Summit and is an agreement whereby cities are asked to undertake a transparent and supportive approach to reduce community-level emissions to reduce vulnerability and enhance resilience to climate change.

By joining the Compact of Mayors, signatory cities commit to:

- Within one year
  - Complete a community-wide greenhouse gas (GHG) inventory
  - Identify climate hazards

## **Compact of Mayors**

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- Within two years
  - Set increasingly ambitious GHG reduction targets
  - Assess climate change vulnerability
- Within three years
  - Create a Mitigation and Adaptation Action Plan demonstrating how the City will deliver on its commitment to reduce GHG emissions and adjust to actual or expected climate change impacts

### City of Saskatoon Readiness

The City of Saskatoon is well-positioned to meet the requirements of the Compact of Mayors. The Administration is preparing to complete a community-wide GHG inventory in 2016 and will provide a report on this initiative to City Council during the 2016 Business Plan and Budget deliberations.

A climate change vulnerability assessment based on identified climate hazards predicted for the Saskatoon region is also underway with a preliminary report on infrastructure anticipated early in 2016 and additional risk assessments built into the 2017 business planning process for each civic division.

A GHG emissions reduction target has been established for the City of Saskatoon and the Executive Committee unanimously endorsed the request to set a community GHG target by the Saskatoon Environmental Advisory Committee. Once a Performance Target for community GHG emissions has been established and the GHG inventory is underway, work to update the Energy and GHG Reduction Business Plan will begin. The Administration anticipates having an updated Plan in place by 2017, one year ahead of the Compact of Mayors commitment requirement.

The signing of the Compact of Mayors is timely, given that the 21<sup>st</sup> Conference of the Parties to the United Nations Framework Convention on Climate Change (“COP 21”) is happening in December 2015, in Paris, France. To prepare for this event, the BCMC member cities passed a resolution in June 2015, which commits the BCMC to support binding GHG targets on all orders of government that address both short-term and long-term commitments to reduce greenhouse gas emissions. It calls on all members of the big cities caucus to develop and implement climate actions plans that both identify the risks from climate change and detail how those risks will be mitigated. The resolution also commits cities to regular and transparent reporting of their GHG emissions through the Carbon Disclosure Project.

### **Options to the Recommendation**

City Council may choose to forgo signing the Compact of Mayors.

### **Financial Implications**

There is no membership fee associated with the Compact of Mayors commitment. Costs for completing the various milestones of the commitment have already been included in the 2016 Business Plan and Budget.

**Environmental Implications**

A positive impact on greenhouse gas emissions is anticipated as a result of the City becoming a signatory to the Compact of Mayors.

**Other Considerations/Implications**

There are no stakeholder, communications, policy or privacy considerations at this time.

**Due Date for Follow-up and/or Project Completion**

If signing the Compact of Mayors is pursued, a status report on activities would be provided to the Standing Policy Committee on Environment, Utilities and Corporate Services in July 2016.

**Public Notice**

Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

**Attachment**

1. Letter of Invitation to Join the Compact of Mayors

**Report Approval**

Written by: Brenda Wallace, Director of Environmental and Corporate Initiatives  
Reviewed by: Mike Jordan, Director of Government Relations  
Approved by: Catherine Gryba, General Manager, Corporate Performance Department

Administrative Report - Compact of Mayors.docx

**MICHAEL R. BLOOMBERG**

UN Secretary-General's Special Envoy  
for Cities and Climate Change

August 28, 2015

The Honorable Donald J. Atchison  
222 Third Avenue North  
Saskatoon, SK S7K 0J5

Dear Mayor Atchison:

OFFICE OF THE  
SEP 03 2015  
MAYOR

CITY OF VANCOUVER  
**RECEIVED**  
CITY OF SASKATOON  
SEP 23 2015  
CITY MANAGER

We write to you as the Chair of the Big City Mayors' Caucus and the Former Mayor of New York City and the UN Secretary-General's Special Envoy for Cities and Climate Change to ask for your city's commitment to the Compact of Mayors.

The Compact of Mayors is a global platform where cities can publically register current or new climate commitments using one common standard for the measurement and reporting of their emissions and climate risk. It was launched at the UN Climate Summit last September in partnership with UN Secretary-General Ban Ki-moon and Mayors Eduardo Paes of Rio de Janeiro, Anne Hidalgo of Paris and Park Won-soon of Seoul. Although many cities like yours have already made ambitious commitments, sometimes even publically through other international, regional and national platforms, the global community is still unaware of the full power of city action. We created the Compact of Mayors to solve this problem.

We share the Secretary General's view that spotlighting the leadership of cities in a single platform is a key to leveraging that leadership to encourage more ambitious and meaningful climate actions by all of the parties participating in COP21. The Compact of Mayors, by aggregating the climate commitments of hundreds of cities representing hundreds of millions of people, can send a much more powerful signal to the negotiators in Paris than a series of disparate and disconnected groupings and pledges.

The Big City Mayors Climate Action resolution that your city signed is an example of leading initiatives that we want to recognize and make even more visible. The primary aim of the Compact is to serve as a single, transparent platform to collect both the individual and collective achievements and commitments cities like yours have already made, as well as new ones you'd like to make public now. Commitments made through the Big City Mayors Climate Action resolution are easily transferrable as commitments to the Compact of Mayors – taking your domestic call to action to a global audience in time to influence a positive outcome during the Paris Conference of Parties negotiations this December.

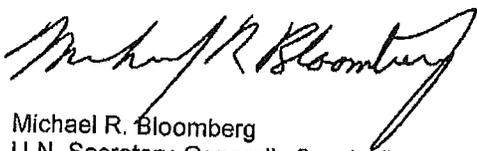
Vancouver has committed to the Compact, and Gregor and I urge you now to do the same. We are asking that you take the next step to make it official by submitting a letter to indicate your city's commitment to the Compact of Mayors through either carbonn Climate Registry, CDP Cities, or by directly sending a letter to [info@compactofmayors.org](mailto:info@compactofmayors.org).

As the global community works towards a climate treaty at the end of this year in Paris, during the UNFCCC's COP21, now is a critical time to share your city's climate commitment and showcase your actions on an international stage through The Compact of Mayors. It is through this voluntary action and transparent reporting that cities will be finally recognized as legitimate partners in a global climate solution.

We have also included here a summary of how the Compact relates to your current commitment through the Big City Mayors Caucus and stand ready to answer any questions you may have about the Compact of Mayors initiative. We have asked Amanda Eichel with Bloomberg Philanthropies to follow up with your office in the coming days, and your representatives should feel free to contact her with any questions. She can be reached at [amandae@bloomberg.org](mailto:amandae@bloomberg.org) or +1-212-205-0213.

We hope you will join us in this critical effort and thank you for your continued commitment to global sustainability.

Sincerely,



Michael R. Bloomberg  
U.N. Secretary-General's Special Envoy for Cities and Climate Change



Gregor Robertson  
Mayor of Vancouver

✓ Copy: Murray Toklund - Sep 23/15



## Coordination of Climate Initiatives for Canadian Cities – Domestic and International

### Goal

Through leadership of the Big City Mayor’s Caucus, 21 Canadian Cities have supported the Big City Mayor’s Climate Agreement. This agreement indicates significant support for municipal, national and international action to address climate change. Some cities, such as Vancouver have committed to long term carbon reductions as well as 100% renewable energy. Others are working exclusively toward climate targets. Through this effort, each city can highlight their commitment and unique approach to solving the greatest challenge of our time.

There is an opportunity in the lead-up to the COP meeting in Paris, to align the Canadian Mayor’s agreement to the Compact of Mayors, an international effort by cities across the world to demonstrate their commitment to taking action. As the Big City Mayor’s Climate Agreement has very similar commitments to the Compact of Mayors, the goal is to ask Canadian Mayor’s to join Vancouver in signing-on to the Compact of Mayors. Through this alignment, there is a further opportunity for Canadian cities to highlight their leadership nationally and internationally.

### Objectives

This initiative has the following primary objectives:

- Ask BCMC cities to agree that their signing onto the Big City Mayor’s Climate Agreement is equivalent to a commitment to the Compact of Mayors.
- Demonstrate to the Canadian public that Canadian Cities are leading in addressing climate change and pursuing renewable energy.
- Highlight the Canadian Mayoral leadership at Climate Week in New York at the end of September.
- Highlight the Canadian Mayoral leadership during the COP meeting in Paris.

A short description of each effort and a summary of how these efforts are working collaboratively to elevate your city’s critical climate commitments is outlined below:

### The Compact of Mayors

#### What is the Compact of Mayors?

The Compact of Mayors is an international effort to organize and create visibility around city climate protection commitments (both mitigation and adaptation), by employing common measurement and reporting standards and a central platform to allow for the broadest recognition of city action in the global climate conversation.

It was launched by the UN Secretary General and his Special Envoy for Cities and Climate Change, Michael Bloomberg, in partnership with international city networks (namely C40, ICLEI and UCLG) to engage their members to undertake a transparent and supportive approach to reduce city-level emissions, to reduce vulnerability and to enhance resilience to climate change, in a consistent and complimentary manner to national level climate protection efforts.

Because the Compact of Mayors aims to build on, and incorporate, the ongoing efforts of Mayors that increasingly set ambitious, voluntary city climate commitments, the Compact is partnering with new and





existing regional, national and international sector-based initiatives to capture all of these efforts in one place, using a single standard. At the same time, the Compact mirrors the requirements that national governments face in the international negotiation process in order to ensure that city efforts are given the greatest possible consideration for future resourcing and recognition.

**What Are the Compact Commitments?**

Cities and towns of any size or location may take part in the Compact of Mayors. Upon making an initial pledge to the Compact, cities commit to measure their impacts, set targets, establish a plan and report annually on their progress. Cities that make this commitment have up to three years to meet these requirements to fully comply with the Compact, including:

1. Registering a Commitment – this is done through either a letter or email indicating the city’s official commitment.
2. Take Inventory (within one year of commitment)
  - a. Mitigation: Build and complete a community-wide GHG inventory using the GPC standard
  - b. Adaptation: Identify climate hazards
3. Set Reduction Targets (within two years of commitment)
  - a. Mitigation: Set GHG reduction target
  - b. Adaptation: Assess climate change vulnerability utilizing Compact guidance
4. Create a Mitigation and Adaptation Action Plan (within three years of commitment)
  - a. Mitigation: Develop climate action plan demonstrating how city will deliver on its commitment to reduce greenhouse gas emissions.
  - b. Adaptation: Develop a climate change adaptation plan demonstrating how the city will adjust to actual or expected climate change impacts.

**How does Reporting Work?**

The Compact of Mayors partners with existing city climate reporting platforms – namely CDP Cities and the Carbonn Climate Registry. All reporting may be done through existing reporting commitments to these two platforms. Additionally, the Compact aims to establish additional data partners and would welcome input from cities that may currently be reporting elsewhere so that we may enable easy transfer of data between these platforms, with the fundamental aim of ensuring that cities are reporting only once, no matter the breadth of their climate commitments.

**Canadian Big City Mayors’ Climate Change Action Agreement**

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**What is the Canadian Mayors Climate Change Action Agreement?**

The Canadian Mayors Climate Change Action Agreement is a call to action, from the 21 city members of the nation’s Big City Mayors Caucus, for the Canadian government to work closely with cities and provinces to develop a national climate change strategy. It is a vehicle for coordinated commitments, communications and engagement for mayors in Canada.

It was adopted by the Big City Mayors Caucus in June 2015 and announced publically on July 6, 2015.

**Members of the Big City Mayors Caucus have committed to:**

1. Support binding emission reductions at the international, national and city level that address both short- and long-term commitments.



2. Develop and implement municipal climate action plans that have specific actions designed to cut GHG emissions, identify the risks posed by climate change, and how those risks will be mitigated
3. Regular reporting of municipal GHG emissions through the Carbon Disclosure Project and move towards standardized inventories and reporting to ensure greater accountability and transparency.
4. Through the Chair of the BCMC, communicate these commitments to COP21, the Canadian government and other interested parties.

### Comparing Initiatives

The following table aims to identify areas of alignment and/or additionality for these 4 complementary city climate protection initiatives. In particular, cities that commit to the Canadian Climate Action Agreement can easily meet the Compact's Compliance Requirements and join fellow cities to show their collective impact in combating climate change on a global scale.

Commitment Type	Compact Commitment	BCMC Commitment
<b>GHG Measurement &amp; Reporting</b>	Within 1 year of commitment complete a community-wide GHG inventory using the internationally recognized "GPC" standard (can be an existing inventory). Inventory must be updated every 3 years.	Report municipal emissions via the CDP (Carbon Disclosure Project) platform. Move towards standardized inventories (standard TBD)
<b>Climate Hazard &amp; Risk Measurement and Reporting</b>	Within 1 year of commitment complete a hazard assessment, within 2 years of commitment complete a climate risk assessment – using international standard currently under development.	Identify the risks posed by climate change
<b>Climate Mitigation Target</b>	Within 2 years of commitment, establish a target for GHG reduction (can be an existing target). No requirements around target year, or specific ambition.	Support city level GHG emissions reduction targets that address both short- and long-term commitments
<b>Climate Adaptation Target</b>	Within 2 years of commitment, establish a target for climate resilience (can be an existing target).	Via Climate Action Plan
<b>Climate Action Plan - Mitigation</b>	Within 3 years of commitment, publish a plan to address GHG reduction target (can be an existing plan)	Develop and implement municipal climate action plans that have specific actions designed to cut GHG emissions
<b>Climate Action Plan -- Adaptation</b>	Within 3 years of commitment, publish a plan to address adaptation target (can be an existing plan)	Develop and implement municipal climate action plans that identify the risks posed by climate change and how those risks will be mitigated
<b>Advocacy &amp; Communications</b>	Support provided through the Compact of Mayors to communicate city commitment to the international audience.	Call on the Government of Canada to engage with the Provinces and big cities in developing a national climate change strategy Communicate BCMC commitments to the COP21, the Canadian government and other interested parties.



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **2015 Curbside Swap**

#### **Recommendation of the Committee**

That the report of the General Manager, Corporate Performance Department dated November 9, 2015 be received as information.

#### **History**

At the November 9, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Corporate Performance Department dated November 9, 2015 was considered.

#### **Attachment**

November 9, 2015 Report of the General Manager, Corporate Performance.

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## 2015 Curbside Swap

### Recommendation

That the report of the General Manager, Corporate Performance Department dated November 9, 2015, be forwarded to City Council for information.

### Topic and Purpose

The purpose of this report is to provide a summary of the 2014 and 2015 Curbside Swap program and provide recommendations for 2016 and beyond.

### Report Highlights

1. Program feedback and survey results show that both the 2014 and 2015 Curbside Swap events were well attended. In 2015 nearly 900 participants attended the Facebook event; 50 participating homes were visited by City staff; and 61 participants provided their address on Facebook.
2. A one-day city-wide Curbside Swap event was held in 2015 to bring greater awareness to the program through focussed communications. Community Associations participated in the Curbside Swap program by either by hosting their own event or by communicating the city-wide event.
3. Other Canadian municipalities involved in facilitating swaps hold one-day city-wide events in their communities.

### Strategic Goals

This report support the priority to promote and facilitate city-wide recycling under the Strategic Goal of Environmental Leadership.

The Curbside Swap program also helps the City achieve its corporate performance target to divert 70% of waste from the Saskatoon landfill.

### Background

On December 4<sup>th</sup> 2013, City Council resolved to add \$15,000 to the Environmental Health Business Line to develop a “Gently Used Items” program.

### Report

The Saskatoon Curbside Swap is intended to build community, provide residents with a convenient way to pass on reusable items, and to raise awareness about the importance of reusing.

### 2014 Curbside Swap

The 2014 Curbside Swap program took place on four different days in September, in four different neighbourhoods: College Park, City Park, Buena Vista, and Meadow Green. Environmental and Corporate Initiatives (E&CI) coordinated the City-supported events and worked extensively with Community Consultants and Community Associations to ensure the success of the program.

## 2015 Curbside Swap

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The events were generally well attended, although weather played a role in participation. A follow-up survey indicated that participants found it to be a worthwhile initiative but suggested increased advertising through the use of social media.

### 2015 Curbside Swap

In 2015, five neighbourhood-level swaps were held along with an additional city-wide Curbside Swap on September 12, 2015. The city-wide event was available to all residents regardless of their neighbourhood. This city-wide approach was taken in order to provide more residents the opportunity to participate, minimize the staff resources required, and focus communications efforts.

The September 12<sup>th</sup> event was well-attended with higher participation evident in the four neighbourhoods that participated in 2014. Results included:

- At least 50 homes confirmed to have items on their curbs; 61 attendees posted their addresses on Facebook 830 attendees on the Facebook event page
- Five communities held events in the spring:
  - King George – May 9
  - Hudson Bay Park/Mayfair/Kelsey-Woodlawn – May 10
  - North Park/Richmond Heights – May 30
  - Stonebridge – May 31
  - Buena Vista – June 6
- Twelve communities promoted the city-wide event on September 12 through their website and/or in their newsletter

Following the city-wide event, a survey was made available to residents on the City of Saskatoon website and on Facebook. Key findings are summarized in Attachment 1. Feedback was largely supportive, with a common complaint noted that a city-wide event creates the challenge of commuting to disparate areas of the City.

Customizable communication materials are now available on the City's website to assist residents and Community Associations wishing to take part in future swap events.

### Similar Programs Across Canada

Throughout Canada there are various re-use programs that aim to keep gently used items out of municipal landfills. These programs vary in length, reach, and level of municipal involvement. In many cases, the exchange of gently used goods happens informally (online, at the curb, or through charity organizations). The majority of these programs are organized and overseen by non-municipal organizations; however, Table 1 provides a summary of gently used item swap programs that are supported by municipalities in Canada.

**Table 1**

Community	Population	Program Name	Duration	Reach
Ottawa, ON	883,391	Give Away Weekend	One weekend (October)	City-wide
Barrie, ON	128,430	Free Goods Exchange Days	Two consecutive Saturdays (June)	City-wide
Guelph, ON	114,940	Goods Exchange Weekend	One spring weekend and one fall weekend	City- Wide
St. Albert, AB	61,466	Take it or Leave it!	One Day (June)	City- wide at a central location
Meaford, ON	11,100	Goods exchange/ Curbside Swap day	One Day (May)	City- wide

The Administration plans to continue to promote the program by supporting a one day city-wide Curbside Swap event. As the event becomes more well-known, the Administration believes the number of neighbourhood-level swaps will increase and the density of participants during a one-day event will also increase to offset the challenges in commuting distances.

**Stakeholder Involvement**

Curbside Swap participants and Community Associations were engaged in planning the 2014 and 2015 events through Facebook, surveys, and other direct communications; similar engagement will continue going forward.

**Financial Implications**

In 2014, brand development, design, and communications cost \$11,500; staff time is estimated at an additional \$7,000. In 2015, \$3,600 was spent on communications (lower as the brand and design work were complete in 2014). Costs for staff time were approximately \$5,000. The costs for City support to the Curbside Swap program in 2016 are expected to be similar to 2015. The balance of the \$15,000 budget provided for this program will be used for bylaw compliance support.

**Public Communication Plan**

Curbside Swap events may continue to be communicated through the news media, social media, City Page, Kijiji and Facebook ads, the City’s website and a Facebook event page. Information would also continue to be provided to the Community Consultants to share with Community Associations and their members. Postcards, posters, signage and a Curbside Swap Host Manual are available on the website for residents to download and use to plan and promote their events. An interactive map of the locations of curbside swaps locations may be considered.

**Environmental Implications**

Curbside Swaps have a positive impact on waste diversion by preventing and reducing the amount of waste going to the landfill, and raising awareness about reusing. The amount of waste diverted through this program is not currently measureable.

**Other Considerations/Implications**

There are no policy or privacy considerations at this time.

**Due Date for Follow-up and/or Project Completion**

The results of future Curbside Swaps will continue to be reported within the Integrated Waste Management Annual Report. The 2016 events will be described in a report to City Council in April 2017.

**Public Notice**

Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

**Attachment**

1. 2014 & 2015 Survey Results

**Report Approval**

Written by: Rebecca Anderson, Environmental Coordinator

Reviewed by: Shannon Dyck, Environmental Coordinator

Amber Jones, Education and Environmental Performance Manager

Brenda Wallace, Director of Environmental and Corporate Initiatives

Approved by: Catherine Gryba, General Manager, Corporate Performance  
Department

Administrative Report – 2015 Curbside Swap.docx

## 2014 & 2015 Survey Results

### 2014 Curbside Swap – Survey Summary

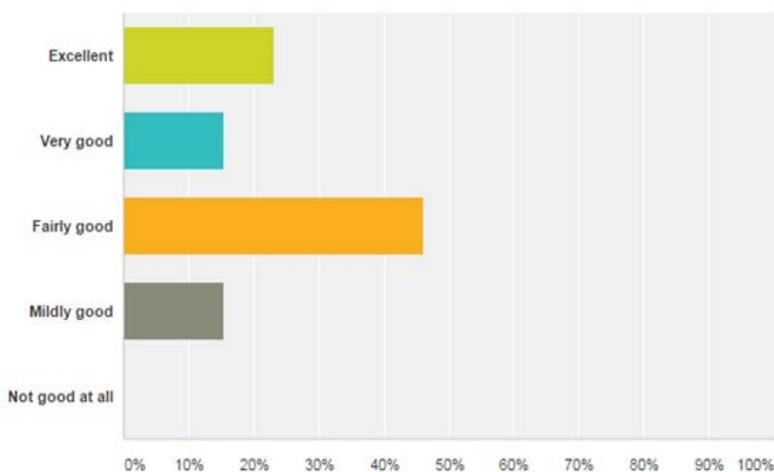
The City conducted a survey to understand attitudes, usage, and satisfaction with the 2014 Curbside Program. The survey was sent via email to residents and community leaders in the four participating neighbourhoods (Buena Vista, Meadowgreen, College Park and City Park).

### Key Findings

The survey results revealed that residents in these four neighbourhoods are supportive of the Curbside Swap program. Nearly all survey respondents indicated that they would like this program to continue in subsequent years. Increasing promotion of this program (particularly through social media) was the most common recommendation for improvement.

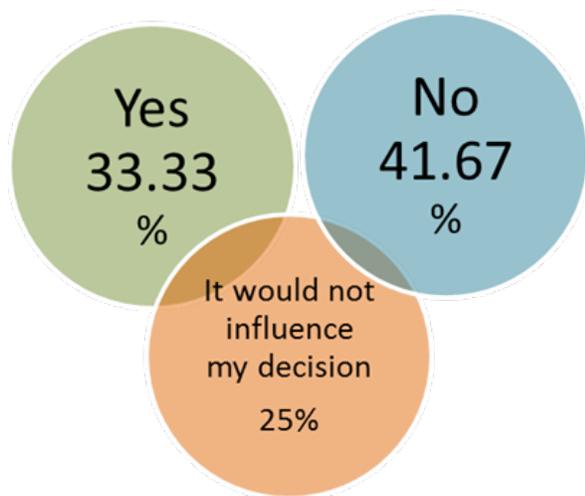
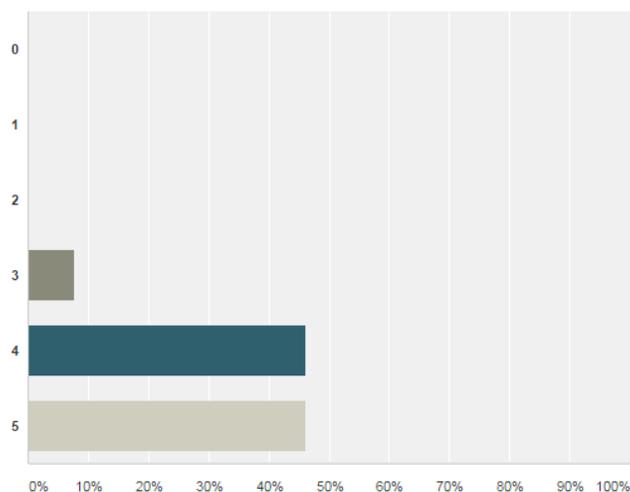
Overall, how would you rate the Saskatoon Curbside Swap?

Answered: 13 Skipped: 0



How likely is it that you would recommend Saskatoon Curbside Swap to another community association/neighbourhood? Scale: 0 = not at all likely and 5 = extremely likely

Answered: 13 Skipped: 0



Support for a centralized and neighbourhood specific versus a city wide curbside swap program was split. Among survey respondents, 33% indicated that they would be more likely to participate in this program if it was expanded to include the entire city, 42% of respondents prefer neighbourhood-specific events, while 25% indicated that it would not impact their decision.

## 2015 Curbside Swap – Survey Summary

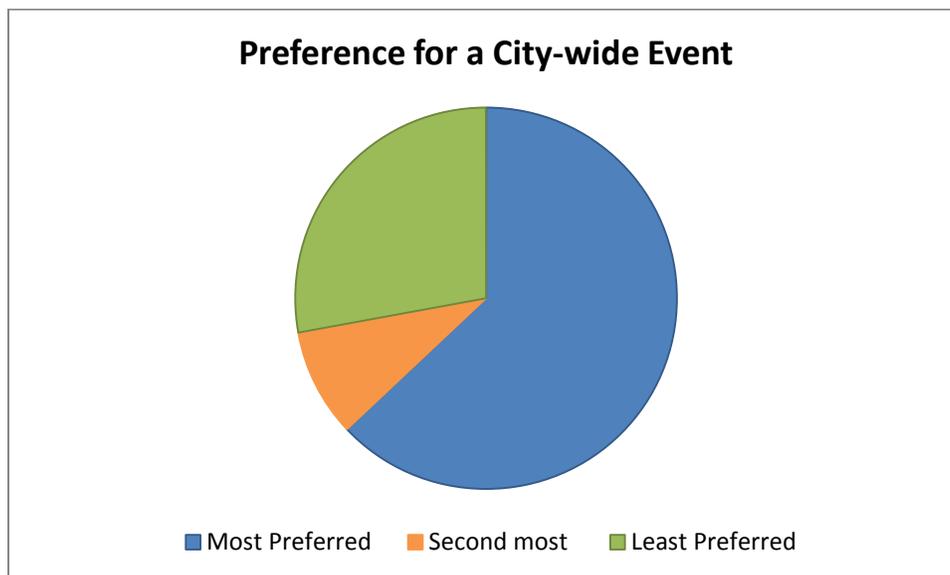
The City conducted a survey to understand attitudes, usage, and satisfaction with the 2015 Curbside Program. 245 public respondents completed a survey that was available on Saskatoon.ca, and on Facebook. 154 of the 245 survey respondents identified that they participated in the 2015 program. The surveys took place between October 9 and 26, 2015.

### Key Findings

The survey results revealed that residents continue to be supportive of the Curbside Swap program. 55% of respondents suggested increasing promotion of this program (particularly through social media) and more advanced notice of the event as recommendations for improvement.

Respondents were asked to rank their preference for the type of event. A city-wide event was ranked first by most of the respondents (63%). Other options included in the survey were:

- holding individual neighbourhood-level events only
- coordinating several individual neighbourhood-level events.



More than half of those surveyed showed preference towards participating in a Curbside Swap multiple times a year with stronger preference given to weekend events versus one day events.



Positive feedback included:

“I think this is a great idea, I have visited other cities where this happened and always wished Saskatoon had this available to us. It is a wonderful way to recycle articles and saves both financially and saves a lot going to the city landfills.”

“Loved it! Curbside Swap was a phenomenal event!! I got rid of almost every item I put out. I had so much fun with my 2 neighbours on the search for stuff! I got things I needed & we all felt we scored great stuff! The Curbside Swap Facebook page was great with people posting their addresses & what they had. I highly recommend promoting this.”

“This was the best day!!! I had a bunch of kids stuff I didn't want anymore, couldn't be bothered with Kijiji and didn't know where to donate it... Everything I put out was gone by the end of the day! I loved curbswap day!!!!”

Constructive feedback:

“Better advertising so more people aware. Advertise sooner, utilize all forms of media (radio, newspaper, etc). Provide a bit of info to inform people about how it works.”

“Other cities (I am in Toronto now) have been doing this for many years, with citizens leaving out their unwanted but in good condition items at any time. This encourages regular collection of items by other citizens. Why does Saskatoon feel the need to regulate this by making it happen only one day/year or one weekend/year? People may not have the space or the interest in keeping unwanted items until that special day/weekend finally arrives, and this can lead to more items (useful to others) ending up in the landfill.”

“I think having it city wide dilutes the intent and results in less people picking up stuff. Focus should be on concentrating on a neighbourhood or a few at a time and encouraging them to coordinate it with a neighbourhood garage sale, or fair, or BBQ - so much potential to "Build Community"”



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Bylaw No. 8880, Private Sewer and Water Service Connection Bylaw, 2010 – Update Request**

#### **Recommendation of the Committee**

That the City Solicitor be instructed to draft the necessary amendments to Bylaw No. 8880, Private Sewer and Water Service Connection Bylaw, 2010 for consideration by City Council as outlined in the report of the General Manager, Transportation & Utilities dated November 9, 2015.

#### **History**

At the November 9, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Transportation & Utilities Department dated November 9, 2015 was considered.

#### **Attachment**

November 9, 2015 Report of the General Manager, Transportation & Utilities.

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## **Bylaw No. 8880, Private Sewer and Water Service Connection Bylaw, 2010 - Update Request**

### **Recommendation**

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

That the City Solicitor be instructed to draft the necessary amendments to Bylaw No. 8880, Private Sewer and Water Service Connection Bylaw, 2010 for consideration by City Council as outlined in this report.

### **Topic and Purpose**

The purpose of this report is to request changes to Bylaw No. 8880, Private Sewer and Water Service Connection Bylaw, 2010. Changes are recommended to help streamline the administrative process for managing water and sewer service inspection rates and to provide consistency across the current Construction and Design division practices regarding water and sewer service inspections, and utility cut patching rates.

### **Report Highlights**

1. Costs for inspection services associated with water and sewer inspections were fully cost recovered over the past year.
2. Updating Bylaw No. 8880, to remove the rate setting process from the bylaw, will bring the process for adjusting water and sewer service inspection rates in line with rate adjustments for utility cut patching, and will provide consistency across current Construction and Design practices.

### **Strategic Goal**

The information presented in this report supports the Strategic Goal of Continuous Improvement.

### **Background**

The Construction and Design division coordinates the inspection of all water and sewer service connections and installations, and ensures compliance with construction standards. This ensures the integrity of the public utility remains intact. The City provides and charges for these connection inspections and other services at predetermined rates.

In 2008, City Council approved a recommendation that the Administration be authorized to phase in a full cost recovery of inspection services with respect to the water and sewer connection inspection program. From 1985 until City Council's decision in 2008, water and sewer connection inspection rates had remained unchanged. The water and sewer inspection rates have seen annual increases since 2008 in order to reach the 100% cost recovery goal. The inspection rates were changed from a fixed rate per

connection basis to a per hour basis in 2014, and the target of 100% cost recovery has now been reached.

### **Report**

Historically, the water and sewer service inspection rates have been included in Bylaw No. 8880 as “Schedule A – Inspection and Tapping Fees and Refundable Deposits”. Currently, a report to City Council is required for approval of rate changes through Bylaw No. 8880. In contrast, rates for utility cut patching are contained within the City of Saskatoon Standard Specification Section 14001- Roadway Restoration for Shallow Buried Utility Construction (COS Standard Specification). The utility cut patching rates are updated in the COS Specification by the Administration as necessary to recover costs. Updating the utility cut patching rates does not require the Administration to submit a report to City Council.

It is recommended that Bylaw No. 8880 be amended to remove “Schedule A – Inspection and Tapping Fees and Refundable Deposits”. Removing the water and sewer service inspection rates from Bylaw No. 8880 and placing them in the appropriate COS Standard Specification will have several benefits which include providing consistency across the Construction and Design division administrative practices, and will streamline the administrative process to adjust the water and sewer inspection rates.

### **Options to the Recommendation**

An option is to leave “Schedule A – Inspection and Tapping Fees and Refundable Deposits” in Bylaw No. 8880. This would mean that each time inspection rates need to be adjusted to maintain the 100% cost recovery target, Administration would submit a report for City Council approval.

### **Other Considerations/Implications**

There are no public and/or stakeholder involvement, communications, policy, financial, environmental, privacy, or CPTED implications or considerations

### **Due Date for Follow-up and/or Project Completion**

Complete Bylaw update by Spring 2016.

### **Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

### **Report Approval**

Written by: Caleb Ripley, Project Engineer, Construction & Design  
Reviewed by: Sohab Khan, Senior Project Engineer, Construction & Design  
Reviewed by: Celene Anger, Director of Construction & Design  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Wastewater Treatment Plant – Odour Monitoring System Update**

#### **Recommendation of the Committee**

That the report of the General Manager, Transportation & Utilities Department dated November 9, 2015 be received as information.

#### **History**

At the November 9, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Transportation & Utilities Department dated November 9, 2015 was considered.

#### **Attachment**

November 9, 2015 Report of the General Manager, Transportation & Utilities.

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## Wastewater Treatment Plant – Odour Monitoring System Update

### Recommendation

That the report of the General Manager, Transportation & Utilities Department, dated November 9, 2015, be forwarded to City Council for information.

### Topic and Purpose

The purpose of this report is to provide an update on the Odour Abatement Project at the Wastewater Treatment Plant (WWTP), and provide information regarding the permanent odour monitoring system being installed.

### Report Highlights

1. The completed detailed design, submitted by Stantec Consulting Ltd. (Stantec), adhered to the preferred recommendation of the *2012 City of Saskatoon Wastewater Treatment Plant Odour Source and Mitigation Study (2012 Study)*.
2. Construction commenced in May 2015 and is currently 25% complete.
3. An odour monitoring system is currently being installed at the site by Odotech Inc. and is expected to be collecting data by the end of November 2015.
4. The installation of a cover to capture the foul air generated in the Waste Activated Sludge Stripping (WASSTRIP) tank was completed in December 2014.

### Strategic Goals

This report supports the Strategic Goals of Continuous Improvement, Environmental Leadership, and Quality of Life, through the implementation of a permanent odour monitoring system to measure the effectiveness of the permanent odour abatement system, which is expected to significantly reduce odour emissions generated by the wastewater treatment process.

### Background

At its meeting held on July 17, 2013, City Council considered, Clause 3, Report No. 11-2013 (Wastewater Treatment Plant – Long-Term Capital Development and Expansion Plan) and adopted, in part:

- “3) that the Administration implement the recommended odour abatement strategies, which are expected to reduce the odour emitted from the plant by 76%; and
- 4) that the Administration bring forward a report to Administration and Finance Committee outlining what a permanent odour monitoring system would entail.”

Phase I of the odour abatement system, completed in 2009, consisted of improvements to the Grit and Screen Facility. Phase II, initiated in 2011, resulted in the July 2012 Study. The study identified odour sources, ranked them from greatest to lowest contribution to odour emissions from the facility, and listed alternatives for treating odours.

At its meeting held on June 24, 2013, City Council awarded to Stantec Engineering a contract for engineering services to design, tender, oversee construction management, and commission an odour abatement system at the WWTP. The detailed design followed the recommendations of the 2012 Study and focused on capturing and treating the high concentration odour sources and implementing changes to plant processes.

The construction project was tendered in January 2015, and was awarded on March 12, 2015 to Gabriel Construction Ltd. for a net cost to the City of \$8,188,983. A provisional item for continuous monitoring of odours at the plant was included in the contract.

### **Report**

#### Detailed Design

The completed detailed design adhered to the preferred recommendation of the 2012 Study. Plant process changes include converting the two existing complete mix fermenters to single stage fermenters and abandoning the practise of adding fermenter sludge to the primary clarifiers. Foul air treatment will be handled through the existing bioreactors, which was finalized after proof of concept testing at a Calgary facility. The project objective is a 76% reduction in total odour emission from the plant.

#### Construction

Construction commenced in May 2015 and requires detailed planning to integrate new work in an actively operating plant. The need for the plant to remain in operation requires close cooperation between the contractor and plant operating staff. At the date of this report, construction is approximately 25% complete and advancing according to schedule. The changes are expected to be operational by February 2017.

#### Odour Monitoring System

The odour monitoring system is currently being installed at the site by Odotech Inc. The system is expected to start collecting data by the end of November 2015. The system consists of a weather station and seven sensors strategically located near odour emission sources.

The system generates a map of the odour plume overlaid onto the site in real-time, and utilizes existing weather conditions. This will help to identify the actual odour sources allowing staff to modify plant processes to reduce emissions. The data log and odour dispersion history will provide a detailed record showing the strength of the odour emission.

Installation of the system, before project completion, will yield a before and after comparison of odour emission and provide a measure of the project's impact.

#### Waste Activated Sludge Stripping Tank

The initial component of the odour abatement strategy was to cover the WASSTRIP tank. A tender for the work was awarded to VCM Construction Ltd. in May 2014, at a total cost of \$399,052. The work was completed in December 2014. The cover encapsulates the foul air and provides a conduit for treatment subsequent to completion of the main project.

#### **Public and/or Stakeholder Involvement**

Prior to the final design review, WWTP staff presented the project to nearby neighbourhoods, with more than 20 people in attendance. Feedback about the initiative was very positive.

#### **Communication Plan**

Project information was provided to nearby neighbourhoods by mail, with the invitation to the open house. Supporting social media and website information was used to invite other interested residents. Upon completion of the construction, City Councillors, Leadership Team, participating staff, and news media will be invited to tour the facility and learn about the innovative processes implemented for the benefit of the community.

#### **Environmental Implications**

The Odour Abatement Project will lead to an improved quality of life for adjacent residents by reducing odour emissions from the plant by 76%. The odour monitoring component will provide a comparison of existing conditions and those after implementation of the project. The monitoring system will provide real time information on odour levels, which allows plant operations to modify processes that contribute to excessive odour emissions.

#### **Other Considerations/Implications**

There are no options, policy, financial, privacy, or CPTED implications or considerations.

#### **Due Date for Follow-up and/or Project Completion**

The completion of the construction activities and the commissioning for the Odour Abatement System Upgrade Project is planned for January 2017.

#### **Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

#### **Report Approval**

Written by: Krystyna Kotowski, Senior Project Management Engineer  
Reviewed by: Larry Schultz, Engineering Services Manager  
Reviewed by: Reid Corbett, Director of Saskatoon Water

## Wastewater Treatment Plant – Odour Monitoring System Update

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Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

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## **EXECUTIVE COMMITTEE**

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### **Third Quarter Results – City of Saskatoon’s Corporate Business Plan and Budget – Sustaining the Saskatoon Advantage**

#### **Recommendation of the Committee**

That the information be received.

#### **History**

At its November 16, 2015 meeting, Executive Committee considered a report of the General Manager, Corporate Performance regarding the above.

#### **Attachment**

1. Report of the General Manager, Corporate Performance dated November 10, 2015.

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## Third Quarter Results – City of Saskatoon’s Corporate Business Plan and Budget – Sustaining the Saskatoon Advantage

### Recommendation

That the report of the General Manager, Corporate Performance Department dated November 16, 2015, be forwarded to City Council for information.

### Topic and Purpose

In an effort to be more accountable, transparent, and efficient in the management of the City of Saskatoon’s (City) key priorities and financial resources, this report presents the second quarter results for the City of Saskatoon’s 2015 Corporate Business Plan and Budget – *Sustaining the Saskatoon Advantage*, as of September 30, 2015.

### Report Highlights

1. The 2015 budget projections are indicating a balanced budget.
2. The key projects and initiatives outlined in the 2015 Corporate Business Plan and Budget are on track with some completed and others progressing well.

### Strategic Goals

This report supports the Strategic Goals of a Culture of Continuous Improvement and Asset and Financial Sustainability. With a long-term strategy to focus on continuous improvement, openness, accountability, and transparency when it comes to resource allocation, Saskatoon will become the best-managed city in Canada and invest in what matters.

### Report

Quarterly status updates on the City’s Corporate Business Plan and Budget help to ensure that City Council and the Administration are aware of emerging business plan and budget issues and challenges, so they can react accordingly. By providing these quarterly reports, this helps the City to mitigate any financial or corporate risks that may result from unplanned events or new challenges that may emerge throughout 2015.

The initiatives that are approved in the business plan have been sorted according to the Strategic Goals that were approved as part of the City of Saskatoon’s Strategic Plan 2013 - 2023. The budget allocations are reported according to Business Lines.

### Business Plan Highlights

Attachment 1 provides a summary of the status (as of September 30, 2015) of the key projects outlined in the 2015 Corporate Business Plan and Budget. There are several initiatives that have been completed, while many are progressing on target.

The third quarter statistics are consistent with the trends associated in the second quarter. Building permits and construction values associated with residential construction to the end of September 2015 continue to be lower compared to the end of September 2014. Commercial construction continues to be strong. The number of permits associated with commercial construction is on par to the end of September 2014. The value of commercial construction is 36% higher than compared to the end of September 2014.

The value of construction associated with residential permits continues to be approximately 35% less than the value of construction for the same time period in 2014, due to more alterations and fewer new one-unit dwelling’s. Building permits issued to date represent a creation of 2,040 residential units compared to 2,321 in 2014. The total value of construction associated with all construction is 4.3% lower than 2014. Overall, permit numbers and value of construction continue to be strong in 2015. (Attachment 2).

As of the end of September, there were seven permits issued that had a construction value higher than \$10.0 million. As of the same time in 2014 there were three construction permits with a value higher than \$10.0 million.

#### Year-end Budget Projections

The 2015 budget projections to year-end are indicating a balanced budget (Attachment 3) after applying the appropriate offsetting transfers from reserves. This projection includes transfers from the Snow and Ice Reserve (\$0.851 million), the Parks Stabilization Reserve (\$0.255 million) and non-transfers to the Landfill Replacement Reserve (\$0.775 million). It is cautioned that this projection relies on nine months of performance and subject to variance as the remainder of the year proceeds.

The Forecast has improved from an estimated \$1.215 million deficit in the second quarter to a balanced budget in the third quarter mainly due to:

- Transportation: \$1.356 million improvement:
  - Transit deficit decreased from \$1.3 million to \$0.672 million primarily due to a \$0.500 million increase in fuel savings.
  - Road Maintenance deficit improved by \$0.819 million due to expenditure controls implemented and favourable weather conditions.
- Police: \$0.619 million improvement:
  - \$1.1 million in additional provincial revenue associated from funding for the new Centre of Responsibility (COR), increased cost recovery from a major investigation and Automated Speed Enforcement Program. This is offset by increased staffing costs.

Although the City is projecting a balanced budget at year end, there are variances within certain business lines. These projected variances are as follows:

#### Corporate Asset Management (\$0.494 million surplus)

- Fleet and Facilities: There is \$0.660 million in corporate wide fuel savings which is offset by increased maintenance costs at leisure centres and playgrounds, additional City Hall security and reduced revenue from buy-out of corporate leases.

Transportation (Net \$0.985 million deficit)

- Snow Removal: An estimated \$0.851 million deficit (7.68% variance) is being projected for increased staffing overtime costs, fleet charges, and road application material costs. The Snow and Ice Reserve has a current balance of \$0.977 million of which \$0.851 million will be used to offset the projected program deficit if realized.
- Street Cleaning: Projected to be in a \$0.521 million deficit (15.69% variance) because of increased cost of pre-sweep and city-wide sweep, for additional trucking assistance, increased salary costs of four crews as opposed to three (more aggressive approach this year), and increased sweeper material costs.
- Transit: An estimated \$0.672 million deficit (2.73% variance) due to a decrease in ridership, revenue reductions including transition to discounted passes, and reduced cash/ticket sales. These are offset by fuel savings. The risk of deficits in future years is being mitigated through the development and deployment of the Growing Forward Initiative which is anticipated to redefine the role of Saskatoon Transit in a growing and changing community. For 2015, Saskatoon Transit will continue to mitigate the projected deficit through continued cost control efforts on expenditures and revised short and long term marketing plans.
- Parking: Projected \$0.732 million deficit (22.69% variance) from reduced meter revenue from delayed parking system implementation, partially offset by decreased transfers to reserve.

Taxation and General Revenues (\$1.583 million surplus)

- General Revenue: An estimated \$1.849 million surplus (3.4% variance) due to increased municipal payments from the Provincial Utility Crowns and higher interest earnings than projected due to increases in cash balances held at financial institutions.
- Fines and Penalties: An estimated \$1.124 deficit (13.62% variance) because of reduced traffic ticket revenue for reduced volumes and parking enforcement associated with the transitioning to the new parking system.

Utilities (Net \$0.826 million deficit)

- Saskatoon Light & Power: \$1.178 million unfavourable variance due to a 1.5% reduction in year-to-date sales, 2.07% lower consumption, and increased costs due to additional maintenance. This projected deficit will be mitigated through cost control efforts, possible capital project re-scheduling. Any realized deficit will be offset by the utility’s stabilization reserve.
- Waste Services: An estimated \$0.826 million deficit due to delayed roll out of the Provincial Multi-Material Recycling Program (MMRP). This utility does not have a corresponding stabilization reserve. The \$0.775 million of the deficit will be mitigated through a non-transfer of this amount to the Landfill Replacement Reserve

in the Environmental Health business line while the remaining \$0.051 million will flow through the mill rate year-end result.

- **Saskatoon Water and Wastewater:** Projected \$3.43 million surplus due to revenues expected to exceed budget and operational savings. Billings lag actual consumption, so this projection is subject to significant variance. Typically, any realized surplus would be transferred to the Water and Wastewater stabilization reserve, which will maximize allowable contributions, with the remainder transferred to the Wastewater Capital Projects Reserve and Water Capital Projects Reserve. Once the final 2015 balance is known, the Administration will provide City Council with a report that considers how any realized surplus could be applied against utility debt.

Environmental Health (\$0.451 million deficit)

- **Waste Handling Service:** A projected \$0.301 million deficit (4.11% variance) due to \$0.742 million reduction in landfill revenue resulting from lost revenues from commercial customers moving to private landfills, \$0.199 million in additional costs associated with providing two Compost service facilities, and \$0.378 million in additional fleet costs. A \$0.775 million reduction in reserve transfers to the Landfill Replacement Reserve is aimed at offsetting the delayed roll out of MMRP and the corresponding utility deficit in the Waste Services utility.
- **Waste Reduction:** An estimated \$0.165 million deficit (20.26% variance) due to \$0.091 million in increased labour costs associated to recycling depot maintenance/clean-up/disposal and \$0.115 million in additional costs in providing eight Household Hazardous Waste day events. This is currently being absorbed through savings under Corporate Governance and Finance.

Recreation and Culture (Net \$0.681 million deficit)

- **Parks Maintenance:** A net \$0.253 million deficit (2.0% variance) is mainly attributable to \$0.255 million in higher water utility costs from summer drought conditions, which is offset by \$0.255 million in transfers from the Parks Stabilization Reserve. An additional \$0.310 million in salary and payroll costs were required to meet increased growth throughout parks and Saskatoon Water regulatory requirements for backflow inspection. This is offset by \$0.124 million savings on mowing contract.
- **Recreation Competitive Facilities:** An estimated \$0.464 million deficit (5.89% variance) attributable to reduced revenues in LeisureCard and regular admissions prior to the September 1, 2015 price change as well as increased staffing costs. LeisureCard and admission revenue have been strong since the September launch of the new marketing and rate program and accordingly, the September – December forecast is expected to be \$33K favourable.

Police (\$0.334 million surplus)

- \$0.334 million favourable variance (0.42% variance) due to \$1.1 million in additional provincial revenue associated to funding for the new Centre of Responsibility

program (COR), and increased cost recovery from major investigations and the Automated Speed Enforcement Program. This is offset by \$0.491 million in additional staff compensation for negotiated contracts and overtime and \$0.294 million in additional operating costs for the new COR program.

**Corporate Governance and Finance (\$0.577 million surplus)**

- An estimated \$0.577 million surplus (1.09% variance) due mainly to \$1.46 million from a WCB refund related to the surplus in the Provincial Fund.

**Communication Plan**

This report will be posted to the City’s website.

A news release will be prepared to highlight the reasons for the projected deficit and to highlight the progress that has been made to date on the projects and initiatives in the 2015 Corporate Business Plan.

**Other Considerations/Implications**

There are no policy, financial, environmental, privacy, or CPTED implications or considerations.

**Due Date for Follow-up and/or Project Completion**

The Annual Report for 2015 will be tabled with Executive Committee in 2016.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**Attachments**

1. 2015 Corporate Business Plan – Third Quarter Report (July 1, 2015 to September 30, 2015)
2. Building Permit Statistics for YTD September 30, 2015 vs. YTD September 30, 2014
3. Year-end Projection for Period Ending September 30, 2015

**Report Approval**

Written by: Kim Matheson, Director of Strategic & Business Planning  
Clae Hack, Director of Finance, Asset & Financial Management  
Department

Reviewed by: Catherine Gryba, General Manager, Corporate Performance  
Department

Approved by: Murray Totland, City Manager



**2015 Corporate Business Plan**  
**Third Quarter Report**  
**July 1 to September 30, 2015**

## Community Support

Action	Comments
<p>A feasibility study for cemeteries, which involves hiring a Cemetery Consultant to assist with providing: an accurate count of the years remaining in Woodlawn Cemetery; a strategic plan to develop all unallocated areas within Woodlawn Cemetery; and a report to outline the future needs of the City, by providing the number and size of future cemeteries.</p>	<p>In 2015, a scoping document was prepared for the cemetery feasibility study and preliminary Request for Proposals criteria was established. Considerations included: the analysis of burial types over the last number of years to confirm/deny an evolution from standard interment to more spatially efficient options such as cremation; land availability and values in terms of single, or multiple locations for future facilities; opportunities and constraints of public/private partnership; physical parameters such as soil type and ground water levels; planning parameters such as zoning and rezoning potentials and transit/travel requirements, including accessibility considerations. The capital project has been initiated, and funding opportunities will be considered as part of the 2017 business plan and budget process.</p>
<p>Enhance and develop new partnerships and programs for the Urban Aboriginal Leadership Program. These programs will assist in enhancing economic, employment, and training opportunities.</p>	<p>The summer pilot of the new Wanska youth leadership program was implemented and an interim evaluation was completed. Recommendations from the summer pilot have been incorporated into the fall session.</p>
<p>Collaborate with the Saskatoon Council on the Age Friendly Saskatoon Initiative. Develop an action plan to become a more “age-friendly” city where older adults can lead healthy independent lives and are active and engaged members of the Saskatoon community.</p>	<p>No new updates over the third quarter. The Saskatoon Council on Aging is planning to do an update report to City Council in the fourth quarter.</p>

## Community Support

Action	Comments
<p>Implement the Immigration Action Plan, through community intersectoral collaboration. Ensure the City's programs and services are changing along with the changes in the community.</p>	<p>A visit to Muskeg Lake Cree Nation was coordinated for 42 newcomers to take part in Treaty Days.</p> <p>Assisted, contributed, and consulted on the "A Call for Justice" exhibit and event at the Diefenbaker Centre. The exhibit outlines the internment of Japanese Canadians during World War II and the resulting fight for redress.</p> <p>Attended and presented City related information at several U of S International Student events.</p> <p>In collaboration with the Environmental Services staff, the development of a curriculum for an outreach workshop for newcomers on the topic of Recycling was completed.</p> <p>Worked with community stakeholders collaborating to address, at a local level, the Refugee Crisis.</p>
<p>Update and continue implementation of the Corporate Accessibility Action Plan, a collaborative, long-range plan that includes the installation of audible pedestrian signals and curb ramps, barrier free facility assessments, establishing an Accessibility webpage, and formalizing the Universal Design Standards for the City.</p>	<p>Installation of audible pedestrian signals is underway.</p>
<p>Promote existing cultural education and awareness programs. Establish an anti-racism, anti-discrimination education strategy aimed at increasing inter-cultural competencies.</p>	<p>The communication plan for the anti-racism public education campaign has been completed. The campaign messaging will be built around the theme of "I am the Bridge" and will use (Onestory) citizen produced 'real life' experiences of appropriate anti-racism messages to be displayed publicly. Internal anti-racism awareness sessions were piloted with staff from various departments.</p>
<p>Enhance activities for youth to increase positive race relations and civic engagement among the young adult community.</p>	<p>The Cultural Diversity &amp; Race Relations office was approached by a former partner in youth engagement efforts and has had discussions about developing a comprehensive youth engagement strategy focused on addressing racism.</p>

## Community Support

Action	Comments
<p>Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on identified gaps.</p>	<p>The Mawe Wichitowin conference has been confirmed for November 17 and 18. This two day conference targets community based organizations and focuses on addressing meaningful and inclusive Aboriginal engagement within a community based setting as well as human service delivery issues relevant to Aboriginal and non-Aboriginal participants. The agenda and speakers are confirmed and registrations are now open.</p>
<p>Continued implementation of the Culture Plan recommendations with a focus on a long term strategy to invest in and support the cultural sector in Saskatoon. Specific initiatives are highlighted in the Recreation &amp; Culture business line.</p>	<p>Community Development staff worked closely with a number of festivals and museums in the city centre to encourage collaboration. Particular emphasis was placed on the concept of an emerging "cultural corridor" running along Spadina Avenue from Kinsmen Park to the Farmer's Market.</p>
<p>Through our involvement with the Saskatoon Collaborative Funders Partnership an evaluation and reporting tool among local community organizations that have a similar mandate will be piloted. This reporting tool will help community organizations to better report on their collective impact in the community and streamline the reporting.</p>	<p>The community partner organizations for the project on evaluating and reporting on collective impact have been confirmed. An initial meeting with these organizations has been scheduled with the consultant to determine the work plan and next steps for the project.</p>
<p>Support community building through direct investment, community development expertise, and support to volunteers on committees and community associations.</p>	<p>Throughout the third quarter the Neighbourhood Services section planned a number of fall workshops for the Volunteers including Volunteer Management, and online registration. The workshops will be held in the fourth quarter.</p>

## Community Support

Action	Comments
<p>The continued implementation of the Animal Services Program Plan is highlighted within the Recreation &amp; Culture business line and includes the following: providing reasonable access to off leash areas within all quadrants of the City, reviewing licensing fees, and ensuring the SPCA and SACA are consulted regarding plans for addressing the growing demand for animal services as the city continues to grow.</p>	<p>Design on the new dog park user signage including information on etiquette was completed.</p> <p>The recent Request for Proposals issued for advertising in dog parks did not receive any proposals. The Administration will review the feasibility of advertising in dog parks this fall and determine what options are available.</p> <p>The Pound Services and animal protection services agreement with Saskatoon SPCA has been fully executed.</p>

## Corporate Asset Management

Action	Comments
Develop energy management programs and strategies for effective management of water, electrical, and natural gas consumption within civic facilities.	A new Project Engineer with 15 years of experience in the Energy Performance Contracting industry has been hired to manage this project. The scope of work for the Request for Proposals that will secure an Owner's Consultant is being revised to confirm which work should be done internally or by a consultant. The Request for Proposals is expected to be awarded before the end of the year.
Construction of a permanent snow storage facility as a part of the new Civic Operations Centre (COC).	Construction is progressing as expected and remains on schedule for completion in December 2016.
Construction of a new Transit facility in 2015/2016 as a part of the new Civic Operations Centre (COC).	Construction is progressing as expected and remains on schedule for completion in December 2016.
Continue work on civic accommodation in City Hall to further examine the immediate and long-term space requirements and opportunities within newly acquired office spaces.	Tender ready drawings for the first phase of the space improvements on the 2nd floor space at Civic Square East are in the process of being finalized. Taking into consideration the current funding allocated for this project, space improvements will continue into 2016 with a goal of having the space move-in-ready by 2017. The overall Corporate Accommodation Plan is in the final stages of development with completion and approval expected in the first quarter of 2016.
Develop alternate maintenance and operations service delivery models for maximizing resources.	An outcome from the Fleet Civic Service Review is an Action Plan to develop alternate and enhanced service delivery. Implementation team is working on steps to complete. Thorough service analysis has been completed for the Remai Modern Art Gallery of Saskatchewan operations and maintenance service delivery.
Establish mutually derived service level agreements with our customers to reflect their requirements and documenting expectations for service levels.	An outcome from the Fleet Civic Service Review is an Action Plan to develop Service Agreements with Fleet customers. Implementation team is working on steps to complete. Service Agreement is currently being developed for the Remai Modern Art Gallery of Saskatchewan.
Develop infrastructure (asset) management plans for all the City's key assets which will include asset condition, rehabilitation and investment needs, and service levels for each class.	The Finance division has started to meet with other departments' "asset experts" and have started the process of gathering information in order to prepare various asset management plans. The first three or four asset categories will have plans that include established service levels before year-end 2015.

## Corporate Governance and Finance

Action	Comments
<p>Continue implementation of an electronic agenda and meeting management system to streamline process, improve access to information from City Council and Standing Policy Committee meetings, increase staff efficiencies, and reduce photocopying and paper costs.</p>	<p>Internet Publishing component is undergoing final testing. Electronic Agenda has been implemented and training for the Administration and City Councillors is complete. Discussions are taking place with the vendor on functionality of the Electronic Voting software.</p>
<p>Development of a business plan for a core corporate financial system.</p>	<p>Deloitte has been contracted and are currently on site gathering required information to complete their business case assessment. The business case is expected to be completed by December.</p>
<p>Launch the “Investing in Leaders” staff development program that will provide training and development opportunities for staff at all levels and align leadership development with the Strategic Plan.</p>	<p>The new Investing in Leaders Program was launched to the Corporation in September. The Course Calendar, course descriptions, and registrations are now available online, eliminating costs to produce a paper calendar. Promotional materials such as a brochure and tent card were produced to promote the program.</p>
<p>Coordinate the Civic Service Reviews (CSR) and Continuous Improvement initiatives in collaboration with all Divisions across the organization, to improve the effectiveness and efficiency of programs and service delivery to our citizens.</p>	<p>The CSR team continues to work on development of action plans identifying cost and savings associated with efficiency recommendations identified in the Fleet Services CSR. Corporate Payroll will begin a CSR in the fourth quarter. Additional Internal Process Reviews include: Graffiti Remediation, Special Events, and Information Technology – Service Catalogue. Reviews with Fire Prevention as well as Building and Development Permits will begin in the fourth quarter.</p>
<p>Create and encourage a workplace culture of Continuous Improvement (CI) that encourages innovation and forward thinking. Identify targeted opportunities to implement specific Continuous Improvement tools within each division.</p>	<p>The Public Works Customer Service team, in collaboration with the Information Technology and Strategic &amp; Business Planning divisions, is currently completing process maps for six key services within Public Works. These process maps will be used to support the implementation of Service Saskatoon/311 CRM at Public Works.</p>

## Corporate Governance and Finance

Action	Comments
Develop a formalized corporate fund-raising strategy and/or a philanthropic policy.	Opportunities are being developed to bundle sponsorships and donations, a formal policy will be developed.
Lead the transition from manual meter reading to Advanced Metering Infrastructure (AMI).	SaskTel Wide Area Network equipment and Elster AMI System software have both been installed and are both operational. Training has been provided to the project team by Elster on the new AMI system software. Installation of AMI network devices (data collectors and repeaters) will begin in October.
Develop an Employee Rewards and Recognition Program in consultation with employees.	Employee Engagement survey tools were reviewed. A recommendation will be provided to the Leadership Team in the fourth quarter for an Employee Rewards & Recognition Program for the City of Saskatoon.
Implement a Succession Planning Process that will include a smooth transition of knowledge and skills to successors.	The draft Competency Framework including core competencies as well as key competencies for Directors was presented to the Leadership Team. The competencies are being used in the succession planning process to ensure knowledge transfer and skill development for key senior leadership positions.
Begin the process of implementing Service Saskatoon - a coordinated approach to responding to citizen calls and inquiries on programs and services. Develop a detailed project plan and facilitate the implementation process for a 311/Customer Relationship Management (CRM) system.	The Service Saskatoon Special Projects Manager started in August. Work continued on process mapping and the review of business needs for the initial six service areas in Public Works to be included in the 311/CRM project. Work also began on developing a citizen engagement plan for the Service Saskatoon initiative. A report went to Executive Committee in June recommending we advance the process of implementing a 311/CRM model for Saskatoon in 2016 by continuing to transition the 200 services in Public Works. The City of Saskatoon Blue pages in the SaskTel phone book were revised for improved citizen access. Citizen Service Numbers were also added to the website <a href="http://saskatoon.ca/phoneus">saskatoon.ca/phoneus</a> to provide improved phone access.
Develop a plan to increase awareness on levels of service and associated costs.	The Parks and Public Works divisions are currently working on defining service levels which outline a description and costs to deliver the current level of service, optional levels of service for consideration, and a recommended level of service that will be presented to City Council for consideration and approval.

## Environmental Health

Action	Comments
Report on environmental implications and resiliency to climate change impacts.	A report outlining the implications of climate change was received by City Council in September. A further report providing a preliminary assessment of risks to infrastructure will be provided to the Standing Policy Committee on Environment, Utilities & Corporate Services in December.
Develop an Energy and Greenhouse Gas Reduction Business Plan that identifies key initiatives to achieve emissions reductions targets by 2020.	SEAC will propose a community emissions reduction target in October. Once City Council adopts a Performance Target, the Administration will develop the Business Plan outlining the strategies involved to achieve both corporate and community greenhouse gas reductions.
Establish an Environmental Sustainability Reserve to fund initiatives that reduce greenhouse gas emissions, save costs, and reduce impacts on the environment.	A review of funding models from other cities is currently underway. Once the Energy and Greenhouse Gas Reduction Business Plan is complete, and resource needs are clearer, the concept of an Environmental Sustainability Reserve will be developed.
Implement energy-efficient practices within the City fleet of vehicles and equipment including the development of a Green Fleet Strategy that researches the use of bio-fuels, compressed natural gas (CNG), and route optimization using GPS.	Project commissioning for the route optimization for the garbage fleet is still ongoing. Public Works is progressively increasing their use of the various components of the system. The 2016 waste collection routes have been generated by the optimization consultant. No additional meetings have occurred with SaskEnergy regarding CNG.
Implement energy-efficient practices at the Water and Wastewater Treatment Plants.	Saskatoon Water and Environmental and Corporate Initiatives continue to review practices and identify opportunities. Action plan to be finalized first quarter of 2016.
Implement Sustainable Procurement policies to maximize the economic, social, and environmental benefits of the City's purchasing practices.	The Procurement Committee received authorization to retain The Procurement Office to complete a review of current policies and documents. In early 2016, new sustainable procurement policies are expected to be finalized.
Continue to replace conventional energy sources with clean energy technologies at civic facilities and within park irrigation systems.	No new initiatives are being explored at this time. The potential to introduce clean energy will be considered in 2016 as part of the Energy Performance Contracting project.

## Environmental Health

Implement community waste audits to track the performance of recycling and composting programs.	The Request for Proposals for a comprehensive community waste audit will be issued in October and awarded in December. Audits reviewing the performance of recycling programs are ongoing.
Implement a comprehensive City of Saskatoon (corporate) recycling program for all civic operations.	Environmental & Corporate Initiatives staff are working with civic building operators to ensure custodial staff can accommodate single-stream recycling. Engagement of employees in relevant divisions will continue this fall to also ensure the proper disposal and recycling of electronic and hazardous waste.
Implement the Landfill Optimization Strategy to extend the life of the Landfill indefinitely.	The Alternative Daily Cover system is being used on an ongoing basis. This system will help reduce litter and leachate generation as well as extend the life of the Landfill by not filling up valuable airspace with soil.
Continue to expand programs to divert organics from the Landfill.	Compost depots and the Green Cart program (leaves and grass collections) remain operational until early November. Most activities associated with home composting education have now concluded. The Administration is awaiting a report on results from the service provider.
Complete Master Plan for Recovery Park, a facility adjacent to the Landfill including a 'Take-It or Leave-It' household item reuse centre, recycling depot, and processing areas for soil, stone, bricks, concrete, asphalt, wood, metal, drywall, and glass.	Internal stakeholders have been consulted in order to assess what work will be internal as opposed to being done by a consultant and a more formal internal project team will be established next quarter. The Request for Proposals to develop the business case for Recovery Park is complete and will be issued in late 2015..
Communicate the financial benefit of environmental initiatives.	Communicating the financial benefit of environmental initiatives continues to be integrated into the key messages of reports.
Participate in the South Saskatchewan River Watershed Stewards as a leader in watershed protection and improvement, including studies of water quality.	The Stewards completed five workshops for City staff regarding awareness of aquatic invasive mussels, received funding to lead the development of a source water protection plan for Beardy's First Nation, and entered into an agreement with Agrium to provide support for the "Caring for our Watersheds" program.
Establish a storm water monitoring program.	Storm water monitoring is ongoing and an automated data management system is being purchased.
Implement soil protection and remediation policies and procedures on City-owned properties.	Data has been compiled for known impacted sites across the community and the development of a web-based map for use by civic employees has started. Environmental guidelines for contractors hired by the City are also being developed.

## Environmental Health

<p>Develop enhanced spill response capabilities to protect the watershed.</p>	<p>Research into spill policy and operations in other municipalities was conducted and current costs for investigation, containment, and clean up in Saskatoon are being evaluated to determine a future level of service that aligns with regulatory requirements. A report outlining proposed changes to current operations and policy is anticipated in 2016.</p>
<p>Participate in the newly-established West Yellowhead Air Management Zone to guide air protection efforts within the region.</p>	<p>The Ministry of Environment has completed 12 months of air quality monitoring in Saskatoon. The next steps are to review a summary of the data before they are presented to the stakeholders.</p>
<p>Complete the Garbage Service Verification project to improve service and achieve cost savings through efficiencies.</p>	<p>Route optimization is underway and changes to garbage, recycling, and leaves and grass collection routes will be implemented in January 2016.</p>
<p>Improve the customer experience at the Saskatoon Regional Waste Management Centre (Landfill) while appropriately managing safety and environmental risk.</p>	<p>Landfill staff continues to participate in ongoing safety and customer service training and spotters are available at multiple locations on-site. Improvements to internal roads, tipping areas, drainage, signs, and litter clean-up have all contributed to a better on-site experience.</p>

**Fire**

Action	Comments
Construction of Fire Station No.10 in the Northwest sector in 2016/2017.	Talks with the Saskatoon Land division have determined this project will be set aside until 2020. The servicing of the land designated for Fire Station No. 10 will not be taking place until 2019.
Develop a coordinated approach to address derelict residential structures.	The Saskatoon Fire Department (SFD) continues to work with partners to address properties of concern. The SFD Prevention division has identified a number of properties in the third quarter.
Develop a plan for future upgrades or replacement of the department training/mechanical maintenance shop.	A meeting with a third private partner took place in the third quarter.
Identify a station location in the South Saskatoon area.	Discussions with stakeholders of two proposed land sites are continuing in September and October.
Creation of vacant properties/buildings bylaw.	There is nothing further to report.
Continue building partnerships with Provincial Emergency Management and Fire Safety in the areas of disaster response, communications, and departmental certifications.	Incident Command System training is ongoing inside SFD, Saskatoon Police Service, Saskatoon Transit, EMS, U of S Emergency Management team, etc. The 2015 Corporate Training Calendar now offers this training to appropriate City of Saskatoon employees twice a year. The Corporate Training Calendar also now includes EMO's new four day Emergency Operations Centre (EOC) training program, this program will become the primary emergency management tool for all Directors and their acting staff who may work in the EOC or Command 9.
Station headquarters upgrade to accommodate accessibility needs and communications upgrades.	Presently investigating alternate options to renovation. There is a possibility of relocation for Fire Station No. 1 if the land is available and the location meets GIS mapping requirements for overall city coverage.

## Land Development

Action	Comments
<p>Servicing of multi-family land - A total of 53 acres of multi-family land will be serviced in 2015.</p> <ul style="list-style-type: none"> <li>- Evergreen</li> <li>- Kensington</li> <li>- Aspen Ridge</li> </ul>	<p><u>Evergreen</u> - Roadway work on the multifamily parcels has started and will be completed in 2016. Public tenders for these sites and parcels serviced last year will take place in 2016, pending market demand.</p> <p><u>Kensington</u> - Roadway construction on these parcels has started but may not be fully completed by freeze up. Pricing approval for three completed parcels on Kensington Boulevard has been obtained from the Standing Policy Committee on Finance. The release of two street townhouse parcels on Kensington Boulevard will take place later this year or early in 2016.</p> <p><u>Aspen Ridge</u> - Servicing of three parcels totaling 6.4 acres will be completed this year. Release of these parcels will be deferred until 2016.</p>

<p>Neighbourhood Concept Plan (NCP) Development</p> <ul style="list-style-type: none"> <li>- Elk Point</li> <li>- Blairmore 3 (B3)</li> <li>- University Heights (UH3)</li> </ul>	<p><u>Elk Point</u> - Discussions with the Transportation division related to downstream impacts have started. The Concept Plan will proceed to Committees and City Council once these issues are resolved.</p> <p><u>Blairmore 3</u> – The Draft Concept Plan is complete. Submission of the draft plan will take place once phasing is determined.</p> <p><u>University Heights 3</u> - Background studies are nearing completion.</p>
<p>Servicing of single- family land and lot sales</p> <ul style="list-style-type: none"> <li>- Kensington</li> <li>- Aspen Ridge</li> <li>- Marquis Industrial</li> <li>- Parkridge</li> <li>- Elk Point</li> </ul>	<p><u>Kensington</u> - Roadway construction on 268 lots is 80% complete. 210 lots remain in inventory for sale over the counter. Further lot draws are on hold pending inventory absorption.</p> <p><u>Aspen Ridge</u> - Completion of 134 lots on Fast Crescent is likely to happen this year, with the remaining 244 lots carried over to 2016. The lot draw for 134 lots will take place in November.</p> <p><u>Marquis Industrial</u> - Servicing of 14 parcels totaling 35 acres was finished in August. Remaining industrial servicing will be carried forward to 2016. Public tender of the parcels completed in August will take place in 2016.</p> <p><u>Parkridge</u> – The lot draw for 174 lots was held in April, and 159 lots remain in inventory.</p> <p><u>Elk Point</u> - Servicing completion is on hold pending concept plan approval and sufficient build out in Kensington. Grading of constructed wetlands and primary waterline installations are proceeding.</p>

## *Recreation and Culture*

<b>Action</b>	<b>Comments</b>
<p>Develop and implement a special event application and event monitoring process to ensure residents neighbouring special use parks are able to enjoy Saskatoon river valley during the special event and festival season.</p>	<p>Data collected from seasonal operations in test areas is being collected to determine if efficiencies identified in the Civic Service Review can be demonstrated in the field.</p>

## Recreation and Culture

Action	Comments
<p>Continued development of off-leash dog parks on available City-owned land or park space based on the approved program plan.</p>	<p>On February 9, City Council approved the Hampton Off Leash Recreation Area. Detail design is currently underway with construction anticipated to begin in early spring 2016, and will be open to the public in late spring of 2016.</p> <p>The new off-leash dog park in Pierre Radisson District Park was tendered and awarded. Construction will begin this fall.</p>
<p>In recent years, admission volumes at the Leisure Centres have been showing a decline, specifically in the sale and usage of LeisureCards. Based on a market survey conducted in 2014, there is evidence of admission price, quantity of recreation programs, and awareness levels of Leisure Centre facilities are impacting admission volumes. Additional research is being conducted that will identify possible admission price strategies and fee options that will increase attendance at Leisure Centres.</p>	<p>In July, a report summarizing the market research and making recommendations for a new fee structure for LeisureCards was approved by City Council. The recommendation of lowering the LeisureCard prices came into effect on September 1 and has been very well received. Work is continuing on developing a LeisureCard Perk Program for 12 month LeisureCard holders, the program will be launched in 2016. The Corporate LeisureCard program is also being developed, with anticipated launch date of January 1, 2016.</p>
<p>Work with the Meewasin Valley Authority (MVA) to complete the detail design for Chief Whitecap Park (CWP) followed by construction of the north parking lot, installation of parking lot fencing, and off-leash dog park area, and the installation of site amenities (garbage cans, benches, dog waste dispensers).</p>	<p>The Administration, in partnership with the MVA and the design consultant, hosted a public open house for Chief Whitecap Park (CWP) in September. Residents and stakeholders had an opportunity to provide comments on the updated CWP Master Plan, until the end of September. This feedback will be used to inform the best options going forward.</p>
<p>Complete the construction of the PotashCorp Playland at Kinsmen Park that includes new rides (train, train station, Ferris wheel and carousel) and an adventure playground area.</p>	<p>PotashCorp Playland at Kinsmen Park opened to the public on August 5. The last day of operations for the Ferris wheel, carousel, and Canpotex train was September. The contractor continued to finish all landscaping work throughout August and September.</p>

## Recreation and Culture

Action	Comments
<p>Implement a plan targeted at potential markets to increase activity space rentals during low usage periods at indoor Leisure Centres.</p>	<p>A Rental Incentive Directive has been drafted that will give site administrators ongoing flexibility in pricing of rental space for new customers during low demand times. Marketing material for rental spaces have been developed and are nearing completion.</p>
<p>Complete the construction of a new Zoo Entrance and Gift Shop Building.</p>	<p>The construction of the new Zoo Entrance and Gift Shop building has been completed. Minor deficiencies are yet to be rectified before final billing and project closure.</p>
<p>Complete Phase 2 construction of the Saskatoon Minor Football Field at Gordon Howe Park.</p>	<p>Over the summer, construction on the clubhouse was delayed, but is now back on track with work occurring on both the exterior and interior of the building. It is expected that the clubhouse construction will be completed later this fall.</p>
<p>Development and implement a new service delivery model that includes new satellite maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods.</p>	<p>Data collected from seasonal operations in test areas is being collected to determine if efficiencies identified in the Civic Service Review can be demonstrated in the field.</p>
<p>Develop a new “Naturalized Park” classification that will reflect the unique nature of the management vision, policies, goals and maintenance strategies associated both with existing naturalized areas and new naturalized parks that will be established in accordance with the Wetlands Policy.</p>	<p>As part of an update to the Park Development Guidelines a Naturalized Park Classification has been created and added to the guidelines giving Naturalized Parks their own category and corresponding park requirements similar to Neighbourhood and District Parks. These guidelines will be presented to the development community this fall.</p>
<p>City Council identified a recreation facility located in one of the core neighbourhoods as a 4-year priority. The City has since been approached by the YMCA and the Saskatoon Tribal Council about a potential partnership for this city centre recreation facility. The Administration will undertake discussions about a potential partnership of a new recreation facility in a core neighbourhood.</p>	<p>The Needs Assessment and Feasibility Study for a proposed city centre recreation facility was completed in July. This study along with an overview of next steps was presented as information to Standing Policy Committee on Planning, Development &amp; Community Services and City Council in September. The partners met in September to begin discussion on clear decision milestones and financial contributions, both capital and operating, for a new facility.</p>

## Recreation and Culture

Action	Comments
Establish a process to ensure the City's major infrastructure projects undergo a cultural assessment to determine opportunities to incorporate cultural expressions in civic spaces and places.	Community Development staff met with the Heritage Coordinator, the Planning & Development division, and the City Archivist to discuss continued ways in which the City's Heritage Plan can be implemented.
Identify and move forward with necessary amendments to the Official Community Plan (OCP) to align with the Culture Plan.	It is anticipated that recommend amendments tied to particular sections of the OCP will be presented to the Planning & Development Division for review in the fourth quarter.
Continue to develop a database and map of cultural facilities, public art, heritage and civic institutions, and artist studio spaces.	A University of Saskatchewan student completed a project that mapped and researched monuments and memorials to the Great War in Saskatoon. The work was presented during a seminar at the University on September 16. Work will start shortly on making the research available to the public. The project supports Heritage Education & Awareness objectives identified in the City's Heritage Plan.
Continue to research and report-out on impacts and benefits of cultural investments and cultural spending; includes participation in the Department of Canadian Heritage's Cultural Statistics Strategy as well as in the Saskatchewan Partnership for Arts Research (SPAR) Arts Ecology Project, established by Saskatchewan Arts Alliance to examine how the arts work and how they are funded in Saskatchewan.	Work continued on planning a newcomer artists' focus group and forum that will engage and encourage newcomer artists to be recognized as part of Saskatoon's cultural identity.
Identify new opportunities for ongoing winter recreation programs at the neighbourhood level.	Winter 2015 programs were evaluated. Work has started on identifying neighbourhoods for Winter 2016 programs and what winter activities should be offered.
Completion of the Recreation and Parks Master Plan.	The Recreation and Parks Master Plan was endorsed by City Council (July 23) to provide guidance for future decision making, related to the provision of recreation and parks programs, services, amenities, and facilities. Work is in process on the Implementation Plan for the next five to ten years and will be reported back to City Council in November.

## Recreation and Culture

Action	Comments
<p>Complete a review of the Park Development Guidelines in relation to new neighbourhood development and existing park upgrades so that the parks continue to meet the needs of citizens while providing ongoing maintenance in a cost effective way.</p>	<p>Following the adoption of the Recreation and Parks Master Plan, staff incorporated applicable recommendations from the Master Plan and continue to refine the Park Development Guidelines. Meetings with the development community are being planned for later this fall.</p>

## Taxation

Action	Comments
<p>Investigate revenue sources to help alleviate pressure on the property tax levy.</p>	<p>At the August City Council meeting a \$3.0 million Return on Investment was proposed from the Water/Wastewater Utility as an alternative form of revenue. This is being included in the 2016 preliminary budget. An internal committee has also been formed to address the issues and recommendations raised within the Hemson Growth Study Report tabled with City Council in 2015 that could lead to enhanced non-tax revenues in the near future.</p>

## Transportation

Action	Comments
Establish a long-term Transit Plan with a vision of rapid transit corridors for Saskatoon to guide investment, transportation and urban planning as part of the Growth Plan to Half a Million.	A long-term Transit Plan has been developed with five year and ten year implementation priorities. Input from the third round of engagement has been incorporated to help refine the implementation. Final public engagement will occur in October and November and the Transit Plan report will go to City Council in early 2016.
Continue to support the Province on the Perimeter Highway project.	Communication with Highways on the current alignment is ongoing.
Implement the 10-year Transportation Network Priorities.	The high-level Transportation Network Priorities will be updated as part of the final phase of the Growing Forward project.
Continue to implement a new Neighbourhood Traffic Management Process.	Sign and temporary traffic calming installations of the 2014 plans has begun in all neighbourhoods except Haultain, City Park, and Nutana. Installations in the remaining neighbourhoods are expected to begin in the fall. The 2015 initial public consultation was completed in June. Follow up consultation begins in September and are expected to be complete in December.
Build interchanges at Boychuk Drive and Highway 16 and at Highway 5 and McOrmond Drive to improve traffic flows and enhance safety as the areas continue to develop.	<p>Traffic Verification study on Boychuk Drive and Highway 16 was completed. McOrmond Drive interchange was changed from a diamond interchange to a Parclo interchange with a single loop in the southeast quadrant; this was presented to City Council on September 28.</p> <p>Funding application for the Building Canada is on hold due to the election call but 90% of the Request for Qualifications and Request for Proposals documents is complete.</p> <p>Request for Proposals went out for a Fairness Monitor to monitor the procurement process and three bidders provided proposals.</p> <p>Working with Environmental &amp; Corporate Initiatives in dealing with wetlands at Boychuk Drive and Highway 16.</p>
Build the North Commuter Parkway project and the Traffic Bridge.	Technical proposals were received on July 21. Financial proposals were received on August 20. On September 8, City Council approved award of the Project Agreement to Graham Commuter Partners; the project is within the affordability threshold on its base scope (without resorting to the descoping ladder). The project is now in the Close Period. Financial Close is targeted for late October.

## Transportation

<p>Implementation of the Intelligent Transportation System (ITS) and significant software upgrades to improve transit customer experience.</p>	<p>ITS implementation is on track. The stop annunciation system has been up and running since September. We are working with our vendor to ensure real time information is made available to third party Apps to help improve the customer experience.</p>
<p>Secure funding to meet approved service levels to promote repair and maintenance of our roads, lanes, sidewalks and bridges.</p>	<p>Public Works has drafted winter levels of service for roadways and continues to identify the levels of service in other aspects of the road maintenance program.</p>
<p>Continue to evaluate and define the condition of Saskatoon’s Roadway network providing recommended funding levels to achieve the level of service endorsed by City Council.</p>	<p>The collected condition data for roadways has been finalized and the annual condition report for the roadway network is being prepared for Committee and City Council.</p>

## Urban Planning and Development

Action	Comments
<p>Work collaboratively with all Civic Departments and external stakeholders to complete the Mayfair and Kelsey Woodlawn, Meadowgreen and Montgomery Place Local Area Plans (LAP).</p>	<p>The Mayfair and Kelsey/Woodlawn LAP were completed in the Spring. Meadowgreen and Montgomery Place are currently underway.</p>
<p>Complete a community engagement process to revisit the South Caswell Concept Plan in preparation for redevelopment following the move of Saskatoon Transit to the new Civic Operations Centre.</p>	<p>This project is currently underway. An Expression of Interest will be released in September or early October, with a full Request for Proposals issued in early 2016.</p>

## Urban Planning and Development

Action	Comments
Prepare a South West Sector Plan Long Range Plan.	As part of the Montgomery Place Local Area Plan process, the South West Sector Plan vision was presented to the community. Preparing landowner contact information in preparation of a Landownership Meeting in the coming months.
Holmwood Sector Plan amendment process has begun and is anticipated to be completed in spring 2016.	Making amendments to the Holmwood Sector Plan is in progress and completion is expected for early 2016.
Prepare a North Sector Plan Long Range Plan.	Started the internal committee process to obtain North Sector Plan approval. Presented to the Leadership Team Operations Subcommittee and MPC. North Sector Plan was endorsed by the MVA Development Review Committee and by the MVA Board. The Plan will be presented to City Council in November.
Complete construction of the 20th Street West Streetscape and the Central Avenue Streetscape Master Plans.	The streetscape construction is substantially complete. Public art and other special features are in progress.
Complete the Pleasant Hill Village Project by successfully securing builders for the three remaining development sites in Pleasant Hill Village, and complete the coordination of all remaining project elements.	The Community Review Committee has met with the prospective developer twice during the summer to provide feedback on the design concept. Minor design changes are now complete and more detailed drawings have been submitted. A report on a recommended developer and sale will go to the Standing Policy Committee on Planning, Development & Community Services on November 2. Crosswalk relocation and neighbourhood gateway sign was substantially completed during summer. Lane paving to take place in October.
Complete a new Heritage Registry.	A report regarding the properties listed for inclusion on the Register was reviewed by MHAC on September 2. The report is scheduled to be reviewed by the Standing Policy Committee on Planning, Development & Community Services on October 5, followed by City Council on October 26.
Amend Zoning Bylaw to implement the new Neighbourhood Level Infill Development Guidelines.	Review of amendments for "4-unit dwellings on corner sites" is underway, and recommendations will be brought forward in December.
Active Transportation Plan is currently in progress as part of the Growth Plan to Half a Million and is expected to be completed by the spring of 2016.	A workshop will be held on October 7. Urban Systems will use the results to begin drafting a Draft Plan. The project is on schedule to be delivered in March 2016.

## Urban Planning and Development

Action	Comments
<p>Expand the capacity of the Urban Design City-Wide program with a stable funding source to enable continued construction of streetscape projects aligned with the Growth Plan to Half a Million. Capacity in the Urban Design program will be increased to meet the needs of the new Growth Plan.</p>	<p>The Urban Design City-Wide program will become an integral component of the new Corridor Redevelopment Program which will be developed upon completion of the Growth Plan. Funding and implementation details will be determined during the development of the Corridor Redevelopment Program in 2016.</p>
<p>Establish a new corridor redevelopment program to address the priorities and goals of the Growth Plan to Half a Million. Land use, design, streetscaping, and transition to adjacent neighbourhoods will be important considerations.</p>	<p>The Growth Plan to Half a Million has identified prioritized corridors for redevelopment and preliminary implementation options. Final public engagement will occur in the fall and corridor redevelopment, as part of the Growth Plan, will go to City Council in early 2016. A new program to proceed with corridor redevelopment will be established during following approval of the Growth Plan.</p>
<p>Financing Growth Report will be completed with recommendations to explore new funding models to economically implement the new Growth Plan to Half a Million.</p>	<p>The Financing Growth Report was presented to Executive Committee on April 20. The Administration discussed the results with the consultant for the Growth Plan to Half a Million to explore appropriate funding options.</p>
<p>Employment Area Plan is currently in development as part of the Growth Plan to Half a Million with completion expected in 2015.</p>	<p>The policy review is in progress. The Employment Area report will be made public and presented to City Council in early 2016.</p>
<p>Draft Land Use Map and an Interim Development Strategy to guide development in the Regional Plan study area before the Regional Plan is finalized.</p>	<p>The State of the Region Report, containing background information, was received by the P4G Regional Oversight Committee (ROC) on September 10 and posted on the project website. The next ROC meeting is on November 19, to continue discussions on the draft Land Use Map.</p>

## Urban Planning and Development

Action	Comments
<p>Inform and engage First Nations and Metis about Regional Growth Planning through educational materials, events and face-to-face meetings.</p>	<p>On the morning of August 17, Saskatoon Regional Economic Development Authority (SREDA) hosted a Regional Planning workshop where First Nations in the Saskatoon region were invited to share their land use concepts and projects with O2 Planning+Design, the consultant for the Regional Plan project. As well, AANDC provided educational sessions on Additions to Reserve and the First Nations Land Management Act. Also in August, an initial planning session was held with City of Saskatoon, Director of Aboriginal Relations, SREDA Director of Aboriginal Employment, and members from the Federation of Saskatchewan Indian Nations (FSIN) to begin planning for a series of workshops to be hosted by FSIN starting in the fall. The workshops are intended to provide educational information to First Nations regarding land development, relationship building, legislation, and economic opportunities</p>
<p>Comprehensive review and re-write of the Building Bylaw to reflect current legislative requirements and to remove or add relevant items.</p>	<p>The review of the building bylaw is complete. Phase 2 involves compiling proposed amendments; these amendments will be brought forward in in early 2016.</p>
<p>Develop and implement an occupancy permit or approval process.</p>	<p>The voluntary full and partial occupancy permit program was implemented. Currently reviewing resourcing implications implementing the mandatory full and partial occupancy program.</p>
<p>Review the funding source for the Urban Design - Business Improvement District program to better meet community expectations and the goals of the City Centre Plan. Revising the current formula for allocating Parking Meter Revenue is a priority.</p>	<p>Planning is currently working with the Business Improvement Districts to prepare a new formalized Council Policy for Urban Design. This new Policy will be ready for public review and Council adoption in February 2016.</p>
<p>Pursue legislative changes to allow for the collection of development levies in advance of urban development.</p>	<p>This initiative is ongoing. In April, City Council received a report recommending proposed legislative amendments to address funding growth and regional planning. A letter was then written to the Minister of Government Relations requesting the amendments, with copies to the Saskatoon Members of the Legislative Assembly and the Saskatchewan Urban Municipalities Association.</p>

**Utilities**

Action	Comments
<p>Conservation education programs will continue in an effort to help ensure citizens understand how they can reduce costs and lower their environmental footprint.</p>	<p>Healthy yards programming continued into the third quarter, including the launch of a demonstration garden in partnership with the food bank and University of Saskatchewan Master Gardeners.</p>
<p>Continue to expand curbside collection of organics through the Green Cart Program.</p>	<p>Results of the Green Cart survey indicated a high level of satisfaction with the current service, and a willingness by 70% to include food waste collection. The Administration is sending a report to the Standing Policy on Environment, Utilities &amp; Corporate Services with survey results, program recommendations, and rates in October.</p>
<p>Saskatoon Light &amp; Power will continue to explore options for new green energy generation projects. Potential future projects include a hydropower project at the Saskatoon Weir and a solar project at the Saskatoon Landfill. Comprehensive assessments of these projects will be completed to determine project viability.</p>	<p>The Administration will report back on the hydropower project development options and potential next steps in the fourth quarter.</p> <p>A Request for Proposals for the solar project at the Saskatoon Landfill will be issued in the fourth quarter, and is expected to be operational in the summer of 2016. Partnership opportunities with the Saskatchewan Environmental Society and Saskatchewan Polytechnic continue to be explored.</p>
<p>A Capital Development Planning Study was completed in 2012 to review the condition of the City's electrical distribution system against industry standards. A Bulk Power System Planning Study was also completed in 2014 to review the transmission system's ability to meet growth requirements in the future and to identify critical renewal projects involving transmission power lines and major substations. Work will continue in 2015 to develop an appropriate funding strategy to address these infrastructure renewal issues.</p>	<p>A study for a new transmission line for bulk power supply from the north side is underway. The study will be completed in mid-2017. A further report to City Council will be prepared outlining the current level of spending on maintenance and renewal against industry standards.</p>

## Utilities

<p>At a cost of \$22.2 million, construction will continue into 2015 to expand the 42nd Street water reservoir and add a new pumping facility to service the industrial and northeast residential areas.</p>	<p>The remaining work on the existing reservoir has been completed and commissioned. The new pump house and two reservoirs have been in continuous operation since August 10. Site landscaping has been completed to 80%.</p>
<p>Upgrades to the filter infrastructure at the Water Treatment Plant at a cost of \$7.3 million will ensure continued filtration reliability of the plant and automation of controls.</p>	<p>The Operations Management staff is defining the detailed scope of the work. Once determined, a consultant will be engaged to design and provide specifications and drawings. Consultant selection is scheduled for the second quarter of 2016.</p>
<p>Transfer pumping and electrical upgrades at the Water Treatment Plant at a cost of \$13.5 million will provide dedicated efficient pumps to transfer water to the Avenue H Reservoir facility.</p>	<p>Engineering Services is awaiting a report from Associated Engineer detailing the extent of electrical work required and providing an updated opinion of probable cost. A Terms of Reference for consultant selection is scheduled for the fourth quarter.</p>
<p>An investment of \$9.0 million will be made to upgrade existing lift stations integral to the wastewater collection system to improve efficiency and reliability.</p>	<p>At the Spadina lift station, the wet well has been completed along with some of the connection pipe to the existing sanitary system. The pump room walls are also finished. This is the most significant lift station upgrade work underway.</p>
<p>Due to growth, the Wastewater Treatment Plant will require an additional fourth digester at a total cost of \$20.0 million. Design of the digester will begin in 2017.</p>	<p>Wastewater Treatment operations produced an analysis of digester loading that indicated convention digester technology is the preferred option.</p>
<p>The Wastewater Utility is proceeding with a \$10.0 million odor abatement capital project. Construction is scheduled to be complete in 2016. It is estimated that this work will reduce approximately 76% of all odor emissions during normal operation.</p>	<p>The construction process began in June and presently is advanced in 18% based on the contract cash flow. Mechanical installations in the bioreactor zone have been completed. Preparations for the Odowatch - continuous odor monitoring system installation are in progress.</p>

## Utilities

A surface flooding control strategy has been developed which will provide recommended remedial options to the critical flood zones in Saskatoon. This strategy will provide a long term plan to construct flood control measures to reduce the frequency and severity of surface flooding due to rain events.

The report has been revised and is to go to the Standing Policy Committee on Environment, Utilities & Corporate Services and City Council regarding funding options in December.

Seek and maintain accreditation for the Environmental Lab located at the Wastewater Treatment Plant and maintain accreditation at the Water Lab at the Water Treatment Plant.

Environmental Lab received ISO/IEC 17025:2005 accreditation from the Canadian Association for Laboratory Accreditation on July 6.

## 2015 Major Initiatives Completed as of September 30, 2015

Business Line	Major Initiative
Corporate Governance and Finance	Launch a new website for the City that is more customer and citizen friendly and adopt a Digital Policy and Standards Guide to enhance online services and maintain a consistent user experience.
Corporate Governance and Finance	Develop a long-term financial plan which combines financial forecasting with financial strategizing to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability
Environmental Health	Communicate the financial benefit of environmental initiatives.
Environmental Health	Develop an emergency response plan for pest management should an invasive species threaten the urban forest.
Recreation & Culture	Complete the construction of the PotashCorp Playland at Kinsmen Park that includes new rides (train, train station, Ferris-wheel and carousel) and an adventure playground area.
Transportation	Increase transit ridership through education around public transit and provide service that is safe, convenient, reliable and affordable.
Urban Planning & Development	Successfully conclude the Community Support Program pilot project and make recommendations to City Council on the future of the program.
Utilities	Seek and maintain accreditation for the Environmental Lab located at the Waste Water Treatment Plant and maintain accreditation at the Water Lab at the Water Treatment Plant.

### Building Permit Statistics for YTD September 30, 2015 vs. YTD September 30, 2014

Category	Number of Permits			Construction Value (\$million)		
	YTD Sept 30/15	YTD Sept 30/14	Change %	YTD Sept 30/15	YTD Sept 30/14	Change %
Residential	2,644	3,098	-14.7%	\$210.6	\$325.7	-35.4%
Apartments & Housing Projects	199	257	-22.6%	\$161.5	\$163.1	-0.9%
Commercial	236	224	5.4%	\$92.7	\$115.7	-19.9%
Industrial	154	163	-5.5%	\$159.2	\$61.5	158.9%
Institutional & Assembly	57	61	-6.6%	\$57.5	\$55.1	4.5%
Other (includes demolition permits)	195	203	-3.9%	\$14.5	\$5.8	148.2%
<b>TOTAL</b>	<b>3485</b>	<b>4006</b>	<b>-13.0%</b>	<b>\$696.0</b>	<b>\$726.9</b>	<b>-4.3%</b>

#### Summary of permits over \$10M approved to September 30, 2015

New Apartment Condominium - 545 Hassard Close	\$10.0M	(Included in "Apartments & Housing Projects" above)
New Apartment - 241 Willis Crescent	\$22.0M	(Included in "Apartments & Housing Projects" above)
New Apartment - Care Facility (shell/Final) 333 Slimmon Pl	\$29.7M	(Included in "Apartments & Housing Projects" above)
New Warehouse - 57 Valley Rd (Shell phase)	\$15.0M	(Included in "Industrial" above)
New Care Facility - 250 Hunter Rd	\$33.7M	(Included in "Institutional" above)
New Warehouse - 225 Market Drive	\$14.1M	(Included in "Industrial" above)
New Warehouse - 57 Valley Rd (final phase)	\$55.0M	(Included in "Industrial" above)

2015 Quarter Three Projections (As at September 30, 2015)			
Mill Rate Programs	2015 Total Budget	2015 Forecasts	2015 Variance Forecast vs Budget
Community Support	13,448	13,618	170
Corporate Asset Management	7,444	6,950	(494)
Corporate Governance and Finance	53,033	52,456	(577)
Environmental Health	12,979	13,430	451
Fire & Protective Services	44,985	44,927	(58)
Land Development	-	-	-
Major Event Facilities (Mendel, TCUP, SKTel Centre)	5,842	5,842	-
Policing	80,066	79,732	(334)
Recreation & Culture	26,394	27,074	680
Taxation and General Revenues	(337,690)	(339,273)	(1,583)
Transportation	88,014	88,999	985
Urban Planning and Development	5,485	5,419	(66)
<b>Mill Rate Deficit / (Surplus)</b>	<b>-</b>	<b>-</b>	<b>(826)</b>
Utility Programs	2015 Total Budget	2015 Forecasts	2015 Variance Forecast vs Budget
Saskatoon Light & Power	-	-	-
Saskatoon Storm Water Management	-	-	-
Saskatoon Waste Services	-	826	826
Saskatoon Waste Water Utility	-	-	-
Saskatoon Water Utility	-	-	-
<b>Utility Rate Deficit / (Surplus)</b>	<b>-</b>	<b>-</b>	<b>826</b>
<b>TOTAL PROJECTED MUNICIPAL DEFICIT</b>			
<b>-</b>			
<p><b>Note 1:</b> The majority of this utility deficit is offset through the non-transfer to the Landfill Replacement Reserve of \$0.775 million located in the Environmental Health Business Line. Remaining \$0.051 million will be offset through a general mill rate contribution.</p> <p><b>Note 2:</b> This deficit is reported net of \$0.851 million transfer from the Snow &amp; Ice stabilization reserve.</p> <p><b>Note 3:</b> This deficit is reported net of \$0.255 million transfer from the Parks stabilization reserve.</p>			

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## Incentive Application – ABC Canada Technology Group Ltd.

### Recommendation

1. That the application from ABC Canada Technology Group Ltd. for a five-year tax abatement on the incremental portion of taxes at 1801 Quebec Avenue, as a result of its expansion in 2016, be approved as follows:
  - 100% in Year 1
  - 80% in Year 2
  - 70% in Year 3
  - 60% in Year 4
  - 50% in Year 5
2. That the City Solicitor be instructed to prepare the appropriate agreements.

### Topic and Purpose

The purpose of this report is to obtain City Council's approval for a five-year tax abatement on the incremental portion of taxes at ABC Canada Technology Group Ltd.'s expansion at 1801 Quebec Avenue.

### Report Highlights

1. ABC Canada Technology Group Ltd. has met the eligibility requirements of Council Policy No. C09-014, Business Development Incentives.

### Strategic Goal

This report supports the long-term strategy of creating a business-friendly environment where the economy is diverse and builds on our city and region's competitive strengths under the Strategic Goal of Economic Diversity and Prosperity.

### Background

City Council approved Council Policy No. C09-014, Business Development Incentives, on October 15, 1991, with the most recent updated approved on March 26, 2012.

The purpose of this policy is to make incentives available to businesses which meet the eligibility requirements listed within this Policy to:

- encourage them to locate or expand their operations in Saskatoon in order to create long-term, skilled or semi-skilled jobs;
- provide tax relief that will flow to companies creating new jobs;
- place Saskatoon in a competitive position in attracting businesses that it would not otherwise occupy;
- increase the long-term viability of a project; or
- demonstrate the City of Saskatoon's commitment to a business or industry.

In accordance with this Policy, the Saskatoon Regional Economic Development Authority (SREDA) Board of Directors, through a sub-committee, reviews the applications and brings forward recommendation to City Council.

**Report**

Attachment 1 is a report from Wanda Hunchak, Chair, SREDA Board of Directors. The report is self-explanatory and provides the required information for City Council to consider the request from ABC Canada Technology Group Ltd. for a five-year tax abatement.

**Options to the Recommendation**

City Council has the option of denying the tax abatement; however, that would be contrary to the Policy.

**Financial Implications**

The tax abatement will be offset by an equivalent amount of incremental property tax until it expires in year five. The impact in the first year is estimated at \$8,300. The total estimated value of the five-year abatement is \$29,880.

**Other Considerations/Implications**

There are no policy, environmental, privacy, or CPTED implications or considerations. Neither a communication plan nor public and/or stakeholder involvement is required.

**Due Date for Follow-up and/or Project Completion**

A further follow-up report is not required; however, the abatement will be subject to an annual compliance audit undertaken by SREDA.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**Attachment**

1. Report from Wanda Hunchak, Chair, SREDA Board of Directors, September 30, 2015

**Report Approval**

Written by: Shelley Sutherland, Director of Corporate Revenue

Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department



**MEMO**

**TO: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management  
City of Saskatoon**

**FROM: Wanda Hunchak, Chair  
SREDA Board of Directors**

**RE: Incentive Application Review**

**DATE: September 30, 2015**

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The Saskatoon Regional Economic Development Authority's Board of Directors reviewed a tax incentive application from ABC Canada Technology Group Ltd. ("ABC"), and has determined that it meets the eligibility requirements of the City of Saskatoon Business Development Incentives Policy, C09-014.

ABC's affiliated land corporation, 101062551 Saskatchewan Ltd., has purchased property at 1801 Quebec Avenue and has leased the property to ABC. There is a 17,000 sq ft building on the property and ABC intends to add an additional 16,000 sq ft by the end of 2015.

The company current has 93 full time employees and 2 part-time employees and plans to add 6-10 FTEs in Saskatoon due to the expansion.

The Saskatoon Regional Economic Development Authority's Board of Directors approved the following resolution on September 30, 2015:

**Recommendations**

*THAT the Board of Directors approves the recommendation by the Incentive Review Committee for SREDA to submit ABC Canada Technology Group Ltd.'s tax incentive application to the City of Saskatoon for approval.*

The Board's recommendations are forwarded to City Council for consideration and approval. A summary of the tax abatement application from ABC Canada Technology Group Ltd. is attached for reference, along with the Eligibility Criteria Checklist.

  
Wanda Hunchak, Chair



**City of Saskatoon**  
**Business Development Incentives Application**

COMPANY: ABC Canada Technology Group Ltd.

JOBS CREATED: 6-10 full time or equivalent jobs

INVESTMENT: \$5.75 Million

**COMPANY BACKGROUND:**

ABC Canada Technology Group Ltd. (“ABC”) is a Saskatoon Company committed to the design, development and production of high performance coated fabrics tailored to the rigorous conditions of underground mine and tunnel ventilation. ABC’s manufacturing capabilities include high strength polyester textiles, polymer compounding and extrusion, and screen and knife coating methods to offer the industry’s broadest range of PVC coated fabrics designed specifically for ventilation ducting.

ABC has undergone several expansions since 1968. It currently operates a 112,000 sq. ft. facility at 1802 Quebec Ave. Its industrial division, Engineered Performance Ducting, operates a 10,500 sq. ft. facility at 3150 Faithful Ave.

**EXPANSION PROJECT DESCRIPTION:**

In the Spring of 2014, ABC purchased land and a 17,000 sq. ft. building across the street at 1801 Quebec Ave for \$2M and is planning to add an additional 16,000 sq. ft. to the building at an estimated cost of \$2.75M. It is anticipated that this expansion will require 6-10 new highly skilled employees in addition to the 93 full time and 2 part time employees of the company. All properties are owned by ABC’s affiliated land corporation, 101062551 Saskatchewan Ltd. and leased to ABC. The expansion is currently underway and is expected to be completed by the end of 2015.

**ESTIMATED VALUE OF TAX ABATEMENT:**

Total estimated increase in property taxes as a result of the expansion project is \$8,300. Total estimated value of the 5-year tax abatement is \$29,880 calculated at the following rate:

- Year 1 @ 100% \$8,300
- Year 2 @ 80% \$6,640
- Year 3 @ 70% \$5,810
- Year 4 @ 60% \$4,980
- Year 5 @ 50% \$4,150

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## Optimist Winter Recreation Park and Lifestyle Activity Centre

### Recommendation

1. That the planned approach for donor solicitation, recognition, and offering of naming rights to the Winter Recreation Park and Lifestyle Activity Centre and surrounding amenities be approved, as outlined in this report, subject to the Administration, in consultation with the Office of the City Solicitor, receiving and reviewing any naming rights agreements for the same; and
2. That the proposed name of the facility “Optimist Hill at Diefenbaker Park” be approved.

### Topic and Purpose

The Optimist Club of Saskatoon Inc. (Optimist Club) is requesting City Council’s approval on the Optimist Club’s planned approach for the donor recognition program and facility naming rights for the Winter Recreation Park and Lifestyle Activity Centre (WRPLAC).

### Report Highlights

1. The Optimist Club has contracted a consultant to prepare a Capital Campaign strategy to raise funds for upgrades to the toboggan hill in Diefenbaker Park.
2. The Optimist Club plans to launch the funding campaign, and in order to do so, the approval of City Council is required in terms of donor solicitation and recognition.
3. The Optimist Club is requesting formal approval to name the toboggan hill “Optimist Hill at Diefenbaker Park.”

### Strategic Goal

Under the Strategic Goal of Quality of Life, this report supports the four-year priority to provide opportunities for activities in a winter city. Also within the Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure existing and future leisure centres and other recreational facilities are accessible, both physically and financially, and meet the community needs.

### Background

In March 2014, City Council approved a report recommending that Diefenbaker Park be approved, in principle, as the proposed location for the Optimist Club’s WRPLAC.

In September 2014, City Council approved the submission of the Optimist Club Business Plan for the WRPLAC.

In December 2014, City Council approved the 2015 Capital Budget, including \$535,000 for Capital Project 2602 - Winter Recreation Park at Diefenbaker Park. This project includes the design and installation of necessary utility services (water, sewer, electrical, and natural gas) for the WRPLAC.

In March 2015, the City of Saskatoon (City) signed a Memorandum of Understanding (MOU) with the Optimist Club. The MOU is intended to set out the basic business terms upon which the Optimist Club shall proceed to refine the business plan, solicit funding for the WRPLAC, and lead to the negotiation of a lease and operating agreement for the facility.

## **Report**

### Capital Campaign Strategy

The Optimist Club has worked with a consultant to develop a campaign strategy to raise funds for capital upgrades for the WRPLAC. The consultant has identified and prepared an inventory of assets available for sponsorship and naming rights opportunities for the Capital Campaign. Once approved by City Council, the fundraising committee will be entering into conversation with key individuals and corporations to request donations. The campaign is expected to take approximately six to nine months to achieve the Optimist Club's goal of up to \$5,000,000.

The Capital Campaign outlines the donor recognition and naming program, business sectors, and types of organizations that may be approached for donations (see Attachment 1).

### Launch of the Capital Campaign

The initial phase of launching the Capital Campaign is referred to as the "Quiet Phase." This phase is designed to utilize prominent community leaders to approach prospective donors for the Capital Campaign. Stage Two of the campaign will entail the following:

- i) identify and grow the list of prospective donors and volunteer organizations;
- ii) develop volunteer training manuals and production material to use when approaching donors;
- iii) train, coach, and support campaign volunteers to execute campaign strategy; and
- iv) leverage awareness opportunities over the next winter season.

As part of the process for the capital campaign, the Optimist Club is requesting approval to create, modify, and sign donation/sponsorship proposals that exceed the current \$100,000 threshold and the ten-year time limit outlined in Sponsorship Policy No. C09-028. The Administration will have the opportunity to receive and review and confirm each sponsorship agreement that includes naming rights.

### Proposed Name

The Optimist Club is requesting to name the toboggan hill at Diefenbaker Park as the “Optimist Hill at Diefenbaker Park.” Sponsorship Policy No. C09-028 outlines the Procedure for Naming Rights Agreement for City–owned, City–operated Assets.

If approved, and assuming the capital campaign is successful, the Administration would then work with the Optimist club to formalize the terms associated with the lease of the area and the naming of the hill, the terms of the lease would be subject to City Council approval.

### **Options to the Recommendation**

City Council has the option to provide further direction or add additional conditions to the Capital Campaign being proposed by the Optimist Club.

### **Public and/or Stakeholder Involvement**

The Optimist Club and its fundraising committee have reviewed and support the Capital Campaign developed by the consultant and are eager to approach key individuals and corporations to request donations to the Capital Campaign.

### **Communication Plan**

The Optimist Club will undertake an extensive communications program as the Capital Campaign unfolds.

### **Policy Implications**

Sponsorship Policy No. C09-028 provides the guidelines to facilitate and support opportunities for entering into sponsorship agreements and naming rights agreements for City-owned assets for the purpose of enhanced financial sustainability. The policy indicates that City Council provide concept approval for all sponsorship arrangements that are of a sensitive nature or with the total value in excess of \$100,000, and all naming rights arrangements and sale of naming rights before sponsors are approached or agreements made. The policy states that there be a fixed term up to a maximum of ten years. City Council has the authority to depart from policy as outlined in this report.

Of note, this request is about naming a component or asset within an already existing named park; therefore, the criteria of Naming of Civic Property and Development Areas Policy No. C09-008 does not apply.

### **Other Considerations/Implications**

There are no environmental, financial, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

Subject to City Council approval of the directions outlined in this report, the Administration will prepare status reports to City Council at appropriate intervals.

**Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

**Attachment**

1. Optimist Hill Campaign – Request for Naming Rights – Asset Naming Opportunities

**Report Approval**

Written by: Chelsie E. Schafer, Open Space Consultant, Recreation and Sport  
Reviewed by: Lynne Lacroix, Director of Recreation and Community Development  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2015/RS/COUNCIL - Optimist Winter Recreation Park and Lifestyle Activity Center/ks  
BF 095-15

## **Optimist Hill Campaign Request for Naming Rights – Asset Naming Opportunities**

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### **Objective**

The OSP Community Development Corporation requests approval and/or direction on the planned donor recognition approach for the Optimist Hill Campaign.

The objective of this capital campaign is to establish an affordable, family-oriented recreation and activity park at Diefenbaker Park. The attractions will include an enhanced toboggan hill; four to five groomed lanes for snow tubing, snow terrain park and snowboarding area, and a lifestyle activity centre. A magic carpet (conveyor belt) with an attendant will allow parents, grandparents, and children to get to the top of the hill safely and with ease. The park will provide youth and families with winter recreation activities to promote a healthy lifestyle, which encourages fitness and overall wellness within the community.

The Lifestyle Activity Centre will be a multi-functional facility designed to meet the needs of the new family-oriented recreation and activity park and the community. The centre is expected to be approximately 4,000 square feet and used for school groups, citizens of the community, and corporate clients. It will be designed to be a multi-season facility.

The OSP Community Development Corporation is asking for City Council's approval for negotiation and agreement autonomy for sponsorship and donations in excess of \$100,000.

Additional objectives of this request and donor recognition program are:

- To streamline the donor recognition and asset naming process;
- To achieve the campaign goal for the estimated \$5 million project cost by December 2016 through attractive naming opportunities; and
- To strengthen the OSP Community Development Corporation's long-term donation and sponsorship strategy and stewardship.

### **Donor Recognition and Naming Program**

The OSP Community Development Corporation has contracted a consultant to assist with this fundraising campaign. With OSP Community Development Corporation's approval, the consultant has identified and prepared an inventory of assets available as naming opportunities for this capital campaign that range from \$25,000 to over \$1.6 million. Donor recognition and acknowledgement levels have also been created, with a policy to maintain donor recognition costs at, or below, 1% of gift.

## The Optimist Hill Capital Campaign

The campaign leadership team has held exploratory conversations with prospective donors and sponsors over the past few months. The Optimist Hill Campaign Team is now ready to begin serious negotiation with interested prospective donors, sponsors, and key individuals to request donations of \$100,000 and more.

Sectors and/or types of organizations that may be approached for corporate gifts may include, but are not limited to:

- a) Mining;
- b) Agriculture;
- c) Retail (e.g. sporting goods, food);
- d) Financial (banks, credit unions);
- e) Gaming;
- f) Telecommunications;
- g) Crown Corporations; and
- h) Privately-Owned Businesses.

### Naming Rights Parameters

- Corporate gifts: naming rights up to 15 years or the life of the asset.
- Individual gifts: naming rights up to 15 years or the life of the asset.
- Donor has first right of refusal upon expiry of agreement.
- OSP Community Development Corporation has right to extend or renew agreements.

### Naming of the Lifestyle Activity Centre

- Title naming for individual or corporate donor for up to 15 years with minimum donation.

### Naming of the Specific and Various Amenities (equipment, runs, and rides)

- Title naming for individual or corporate donor for up to 10 years with minimum donation.
- This includes amenities such as: Toboggan Hill; Tubing Run; Snowboard Run; Magic Carpet and/or J Hook; Rooms and Areas within the Lifestyle Activity Centre; Equipment (grooming machinery and the like).

## The Optimist Hill Capital Campaign

### Summary of Requests

- Complete naming rights discretion granted to the OSP Community Development Corporation (other than title sponsorship naming of the Recreation Park and the Lifestyle Activity Centre).
- Up to 15-year term for naming rights (individual or corporate) for gifts of all identified amenities and assets as noted above.
- OSP Community Development Corporation has autonomy to create, modify, and sign proposals for the following gift ranges (given it follows the agreed upon process):
  - \$1,500,000 and greater
  - \$500,000 - \$1,499,999
  - \$100,000 - \$499,999
  - \$25,000 - \$99,999
  - Under \$25,000
- OSP Community Development Corporation has autonomy to create and sign gift agreements for this campaign.
- City Council decision/approval to be made at the earliest opportunity to allow campaign leadership team to begin negotiations with prospective donors and sponsors.

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## Capital Project #2407 - North Commuter Parkway and Traffic Bridge – Procurement Complete

### Recommendation

That the information be received.

### Topic and Purpose

The purpose of this report is to inform City Council that the North Commuter Parkway and Traffic Bridge (NCPTB) procurement is now complete.

### Report Highlights

1. The procurement for the NCPTB Project is complete and was a fair process.
2. The procurement was competitive and based on the bid from Graham Commuter Partners; the approved funding plan will meet all financial obligations.
3. The 30-year monthly payments are linked to performance.

### Strategic Goal

The construction of the NCPTB supports the long-term strategy of optimizing the flow of people and goods in and around the city under the Strategic Goal of Moving Around.

The NCPTB Project also supports the four-year priority of developing funding strategies for expenses related to new capital expenditures under the Strategic Goal of Asset and Financial Sustainability.

### Background

At its meeting held June 9, 2014, City Council approved the funding plan for the project and also approved that the Administration proceed with the Request for Qualifications. The Request for Qualifications was issued on July 21, 2014, and closed on September 10, 2014. Three proponents were shortlisted for the Request for Proposal (RFP) stage on October 3, 2014. The RFP was issued to the shortlisted proponents on December 16, 2014.

At its September 8, 2015 meeting, City Council approved the award of the Project Agreement for the North Commuter Parkway and Traffic Bridge to Graham Commuter Partners (GCP).

### Report

#### Procurement is Complete and was a Fair Process

On October 20, 2015, the City of Saskatoon (City) entered into a Project Agreement (PA) with GCP for the NCPTB Project (Capital Project #2407). GCP and the City agreed to output specifications for design, schedule and a set price which are stipulated

in the PA. The PA covers a period of 33 years (3 years for construction and 30 years for the operation and maintenance period) and outlines that GCP will:

- Design, build, finance, operate and maintain the North Commuter Parkway, which includes the new river bridge and extensions of Central Avenue and McOrmond Drive; and
- Design, build, finance and maintain the Traffic Bridge.

The procurement process that led to the selection of GCP as the Preferred Proponent was certified by JD Campbell & Associates who were retained as the Fairness Monitor to review and monitor the process to ensure fairness throughout the procurement process. The Fairness Monitor has certified that the procurement process was conducted in a fair manner (Attachment 1).

KPMG was retained as the Project Financial and Business Advisor, and in this role established and facilitated the submission of the RFP. KPMG has certified that the procurement process was conducted as described in the RFP (Attachment 2).

**33-Year Project Costs (not NPV)**

The Project funding plan included Capital costs as well as Operating, Maintenance and Rehabilitation (OMR) costs that will be paid over the 30 year operating period. The fixed price bid received from GCP for these costs as well as all City costs is less than the funding plan by \$6.9M as shown in the following table.

Table 1

	Original Project Funding Plan (\$Millions)	Actual (\$Millions)
Capital Costs paid to Substantial Completion (including estimated City Costs)	\$144.6	\$134.4
Capital Costs paid over 30 years	108.0	104.4
Total Capital Costs	\$252.6	\$238.8
30 year payments (Includes inflation on OMR Costs)	252.0	258.9
Total Estimated Project Costs	\$504.6	\$497.7

On June 9, 2014, the Government of Canada through the PPP Canada Fund announced a contribution of 25% of the eligible capital and transaction costs up to a maximum of \$66M. Based on the bid from GCP and the estimated eligible City transaction costs, the PPP Canada Funding is estimated at \$55M. The original funding plan included an estimate of \$60.8M and will therefore be reduced by \$5.8M to reflect a closer estimate of the funding the City will receive.

With this reduction to the estimated PPP Canada funding, the overall funding plan will have remaining funds of \$498.8M, which are sufficient to cover all obligated costs of the project over the 33 years.

### Value for Money (NPV)

The Design, Build, Finance, Operate and Maintain (DBFOM) procurement was selected over the traditional Design, Bid, Build (DBB) as it would best leverage the skills and resources of each party and the business case for this Project showed there was an estimated \$26.6M in NPV savings through the DBFOM model or 7.49% savings when compared to the estimated DBB costs.

As detailed in Attachment 3, the estimated Value for Money (VFM) at Financial Close amounted to \$69.4M NPV savings or 19.1% savings when compared to the DBB. The VFM is presented as NPV since the term of the PA is for 33 years and involves a series of payments to GCP over that timeframe.

### Risks Transferred and Risks Maintained

The risks in a DBFOM are contemplated as the PA is negotiated and are transferred to the party best able to manage them. Risks that the project owner transfers to the proponent are known as Transferred Risks. Transferred Risks are such items as schedule risk, cost escalation over the Consumer Price Index (CPI) adjustments, or unexpected maintenance requirements.

Retained Risks are project risks that remain with the project owner. The project owner will retain the risks that they are directly in control of, such as project owner driven scope changes. The project owner will also retain risks that would result in higher costs than if they were transferred to the proponent. An example of this is environmental clean-up costs where the private partner would place a higher contingency in its bid than the owner may carry themselves.

Although the majority of risks have been transferred to GCP, risks retained by the City include:

- The City is sharing the risk on environmental clean-up of an abandoned landfill site near the new North Commuter Parkway Bridge with GCP. If there is material in excess of 50,000 tonnes to be remediated, the City will reimburse GCP for \$50/tonne over 50,000 tonnes.
- The City is sharing the risk of temporary and permanent relocation of existing utility infrastructure required for the project with GCP. If the costs for necessary utility relocations exceed \$2.5M, the City will pay 50% of the costs between \$2.5M and \$3.0M and 75% of the costs over \$3M.
- As with all projects, if the City requests changes to the scope of the project during the construction period, the City will be responsible for the costs associated with those changes.
- If there is damage caused by City employees to the infrastructure, the City is responsible for the cost associated with those damages.

### Substantial Completion Payment

The City will pay to GCP \$108.7M (\$94.2M NPV) upon achieving substantial completion as certified by a third party Independent Certifier. There are no milestone or progress

payments made during construction, which means that GCP must reach substantial completion before receiving any payment from the City. This transfers the risk of completing the project on time to GCP.

### Monthly Payments

Over the 30-year term, the monthly amounts paid to GCP consist of both Capital and OMR payments. The Capital payments are not indexed over the term; however, the OMR payments are adjusted annually based upon the changes to the All-Items CPI for the Province of Saskatchewan. Failure to meet operational or maintenance performance specifications as indicated in the PA will result in the City making financial deductions from the monthly payments owed to GCP. This payment structure provides both value and risk transfer for the City.

### Handback Requirements

In accordance with the PA, an Independent Handback Inspector will begin doing a series of handback inspections at least 48 months prior to the expiration of the Project Term. These inspections are to assess what work will be needed to meet the Handback Requirements as detailed in the PA. The City can withhold from the monthly payments an amount sufficient to cover the work that would be required to meet the Handback Requirements.

The Handback Requirements specify a remaining service life (RSL) for the components of the Project. Some of the major components are detailed below in Table 2.

Table 2

Project Component	Additional Years RSL
Roadway Surfaces and Paved Pathways	10 years
Bridge River Piers	120 years
Bridge Asphalt Deck	20 years
Bridge Concrete Elements	75 years

The Handback Requirements are a critical component of the P3 process and they ensure the City's assets are in good condition and will not require major upgrades or rehabilitation for many years after the operating period has ended.

### Schedule and Milestones

The Public Private Partnership procurement provides certainty to the City on the construction schedule as all risks for schedule are borne by GCP. The first payment made to GCP is when the Independent Certifier issues the Certificate of Substantial Completion. Key milestone dates are as follows:

- PA Execution – Commercial and Financial Close - October 20, 2015
- Substantial Completion (Contractually Guaranteed) - October 1, 2018

### **Public and/or Stakeholder Involvement**

Stakeholder involvement will be required at various stages of the project. Community events will be planned in order to engage and educate the citizens. The Administration will coordinate these activities with applicable stakeholders as necessary.

### **Communication Plan**

The PA includes various communications requirements to be completed by GCP during both the construction and operating periods of the project. In addition, a communications agency has been retained through the Technical Advisor for the project, and a phased-in communications plan has been developed for the life of the project. Webpages for the North Commuter Parkway and Traffic Bridge have been updated and various community events will be planned in order to engage and educate citizens. Regular project updates will be provided to the general public.

### **Financial Implications**

With the execution of the PA, the City has a 33-year fixed price with GCP to design, build, finance, operate and maintain the North Commuter Parkway and adjacent roadways, and also to design, build, finance and maintain the Traffic Bridge.

The funding plan for the Project has sufficient funds to cover all obligated payments for the 33-year period.

### **Other Considerations/Implications**

There are no options, policy, environmental, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

Under the terms of the PA, the Substantial Completion date for the project is October 1, 2018.

### **Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

### **Attachments**

1. JD Campbell & Associates – Fairness Monitor’s Memo
2. Letter – KPMG, Dated October 30, 2015 - NCPTB Project RFP Evaluation Process
3. KPMG – Final Value for Money Report – Dated November 3, 2015

### **Report Approval**

Written by: Kari Smith, Manager of Financial Planning  
Dan Willems, Project Manager, Transportation & Utilities Department

Reviewed by: Clae Hack, Director of Finance

Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

Council KS – NCPTB - Procurement Complete.docx

# JD Campbell And Associates

## Memo

October 30, 2015

To: Dan Willems P. Eng.  
Special Projects Manager  
Transportation and Utilities  
City of Saskatoon

Regarding: North Commuter Parkway and Traffic Bridge Project

Dan,

This Memo summarizes our findings for the City of Saskatoon, North Commuter Parkway and Traffic Bridge Project. In our capacity as Fairness Monitor, we reviewed the communications, evaluations, and decision-making associated with the RFP process with a view to ensuring fairness, objectivity, transparency, and adequate documentation.

Our role, as Fairness Monitor was to review the City's procurement from the creation of the RFP to the selection of the Preferred Proponent. This monitoring entailed:

- Appropriateness of the RFP document from a fairness perspective;
- Consistency of Proponent treatment;
- Adherence of City staff and external advisors to conflict of interest and confidentiality requirement;
- Consistent information to Proponents and monitoring of Proponent meetings;
- Security of proposals and evaluation documents;
- Qualifications of the review teams; and
- Objectivity and diligence respecting the submission review and evaluation process.

This summary and the accompanying report was based on our first hand observations of the processes used, a review of the procurement documents and information provided by the Project Team. It was prepared for the staff of the City of Saskatoon. This is in no manner, to be considered a legal opinion.

As Fairness Monitor we can attest to the fact that;

- The RFP laid the foundation for a fair and equitable procurement process;
- During the open period, all Proponents were treated consistently and in accordance with the stipulations of the RFP;

- City staff and external advisors adhered to conflict of interest and confidentiality requirement; and
- Submission reviews and evaluation were conducted using only the process and criteria stipulated in the RFP.

During the RFP process the following issues were given particular attention:

- **Communication** – The procurement documents were distributed to those who pre-qualified for this opportunity through successful competition in the previous RFQ process. A schedule was provided which identified a series of meetings, site visit and submission dates. The City showed flexibility throughout the process striking a balance between keeping the project on track while allowing consideration of Proponent requests for appropriate time within which to meet requirements.

All pertinent information was posted to an electronic Data Room such that Proponents could have ready access. One Contact Person was identified with whom Proponents were to communicate.

- **Proponent Meetings** – A series of individual Proponent commercially confidential meetings were held. The purpose of the Proponent meetings was to receive Proponent feedback on the RFP's Project Agreement and to allow discussion and clarification of technical issues, particularly areas of non-compliance in the Proponents evolving technical designs. The approach taken to the management of these meetings was consistent with that which had been defined in the RFP and ensured that no one Proponent received an informational advantage.
- **Site Visits** – Opportunity was provided for Proponents to visually inspect the site. For both Proponent meetings and site visits, Proponents were informed that questions requiring official response needed to be asked in writing.
- **Conflict of Interest** – Project Team members were bound by employment or contract obligation and were required to sign a confidentiality and conflict of interest declaration form. Proponents were also required to declare any such conflicts.
- **Confidentiality and Security of Documents** – Steps were taken to ensure that procurement materials and proposals were kept under lock and key when not in use. To our knowledge, no inappropriate information about the RFP documents, or the evaluations, was communicated to Proponents.
- **Incumbent Advantage** - Due diligence was done to ensure that no vendor had access to confidential information through past association with the City that might have represented an undue advantage. All relevant background and operational information was shared in the Data Room.
- **Full Disclosure** - The RFP and sample agreement, contained full description of deliverables, terms and conditions, evaluation process and background information such that adequate proposals could be created.
- **Consistency of Format** – Wording in the RFP encouraged Proponents to submit their submissions in a like manner to aid consistent evaluation.
- **Submission Review** - As a part of the process, Proponents were required to submit a series of interim submissions. The purpose of these reviews was to ensure the completeness and compliance of Proponent work-to-date with the RFP specifications. Feedback was given on the degree of compliance. No coaching, however, was allowed

regarding how any such non-compliance issues should be solved. All Proponents received the same type of feedback.

- **Reserved Rights** – While the reserved rights for the City, as detailed in the RFP, gave broad latitude to act in an arbitrary manner, our observation of the evaluation process was such that no unfair actions were taken.
- **Evaluator Qualifications** – Project staff provided assurance that members of submission review teams had been selected for the relevance of their expertise.
- **Debriefings** – Provision was made for the debriefing of Proponents.



John Campbell  
Managing Partner



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 Internet [www.kpmg.ca](http://www.kpmg.ca)

October 30, 2015

Mr. Mike Gutek  
 City of Saskatoon  
 City Hall  
 222 3<sup>rd</sup> Avenue North  
 Saskatoon, SK S7K 0J5

**Re: North Commuter Parkway and Traffic Bridge Project Request for Proposals  
 Evaluation Process**

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Dear Mr. Gutek,

KPMG LLP (“KPMG”) was retained by the City of Saskatoon to provide financial and procurement process advice on the North Commuter Parkway and Traffic Bridge Project (“the Project”). As part of the engagement, KPMG assisted the City in developing processes to evaluate the Request for Proposal (“RFP”) submissions received from the short-listed proponents. This work involved advising on the development of the evaluation criteria and evaluation process as described in the RFP documents, assisting in training the proposal evaluators, assisting in managing the evaluation process, and participating as evaluators in selected areas, e.g. financial offer evaluation.

The proposal evaluation process was carried out as described in the RFP documents, as confirmed at all stages by the independent fairness advisor. KPMG was present at all consensus evaluation meetings except for the technical evaluation team meeting during the RFP stage, which was attended by the technical evaluation coordinator (Collings Johnston Inc.).

Three proposals were received, and Graham Commuter Partners was identified as the preferred proponent on the basis of the implementation of the evaluation process described in the RFP documents.

If I can provide any additional information or there are any questions with respect to this letter, please contact me directly at (416) 777-3557 or [wlipson@kpmg.ca](mailto:wlipson@kpmg.ca).

Yours very truly,

Will Lipson  
 Partner  
 Toronto, Ontario



# City of Saskatoon

**Value for Money Analysis**

**North Commuter Parkway Project  
and Traffic Bridge Project**

**November 3, 2015**

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# Disclaimer

## Restrictions

This report ("Report") has been prepared for the sole purpose of assisting the City of Saskatoon (the "City") in analyzing the potential value for money associated with the North Commuter Parkway and Traffic Bridge Project. The Report is not intended for general circulation or publication and is not to be reproduced or used for any purpose other than that indicated above without prior written permission from KPMG LLP ("KPMG"). KPMG will not assume any responsibility or liability for losses incurred by the City, its management, its directors or any other parties as a result of the circulation, publication, reproduction or use of this report contrary to the provisions of this paragraph. The comments, calculations and conclusions noted or referred to herein are based on information that has been made available to KPMG by the City and other parties.

## Qualifications

In preparing the Report, KPMG relied on information and material provided by the City and other parties. KPMG has not audited nor independently verified any of the information contained herein. None of KPMG, member firms of KPMG, nor any of their respective directors, officers, partners, employees, agents or representatives make any representations or warranties as to the accuracy, reasonableness or completeness of this information, nor shall any of them have any liability for any representations, expressed or implied contained herein, or for any omissions from the report or from any other written or oral communications transmitted in connection with the Report.

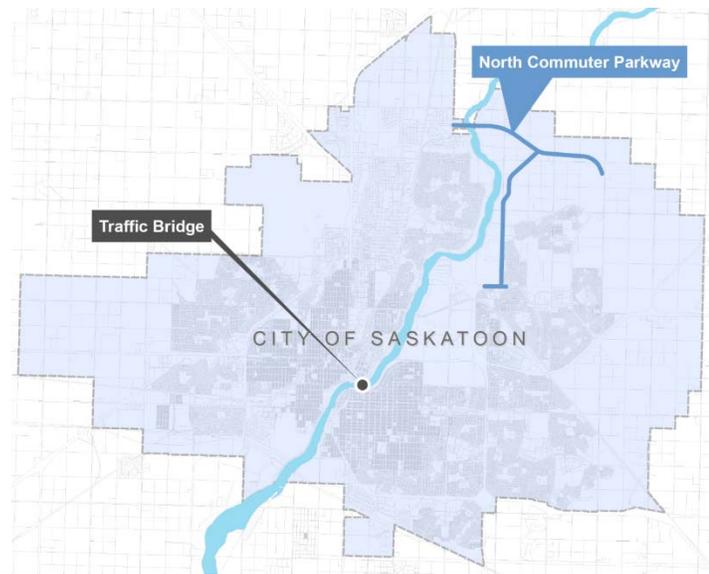
# 1 Project Overview

## 1.1 Project Background

The City of Saskatoon decided to proceed with plans to build a new bridge across the South Saskatchewan River as well as associated roadways (the North Commuter Parkway) to link the Marquis Industrial Area in the northwest with University Heights in the eastern and northeastern portions of the City and to replace the existing Traffic Bridge (the Traffic Bridge Replacement). Both projects have been bundled into one package for delivery through a public private partnership (“P3”).

The North Commuter Parkway is expected to provide relief to the existing Circle Drive North Bridge, in addition to transportation routes for commuter traffic between east side neighbourhoods and the most active employment area in the City’s north end.

Furthermore, the North Commuter Parkway will provide a more direct travel path between the North Industrial Area and the developing neighbourhoods within the University Heights Sector and Holmwood East Sector.



The Traffic Bridge portion of the Project will include demolition and replacement of a steel-truss bridge that was originally constructed in 1907 and then closed in August 2010 due to its poor structural integrity. The rehabilitation of the bridge will restore an important linkage for commuters, pedestrians, and cyclists crossing the river between the downtown employment area and residential areas in the south sector of the city.

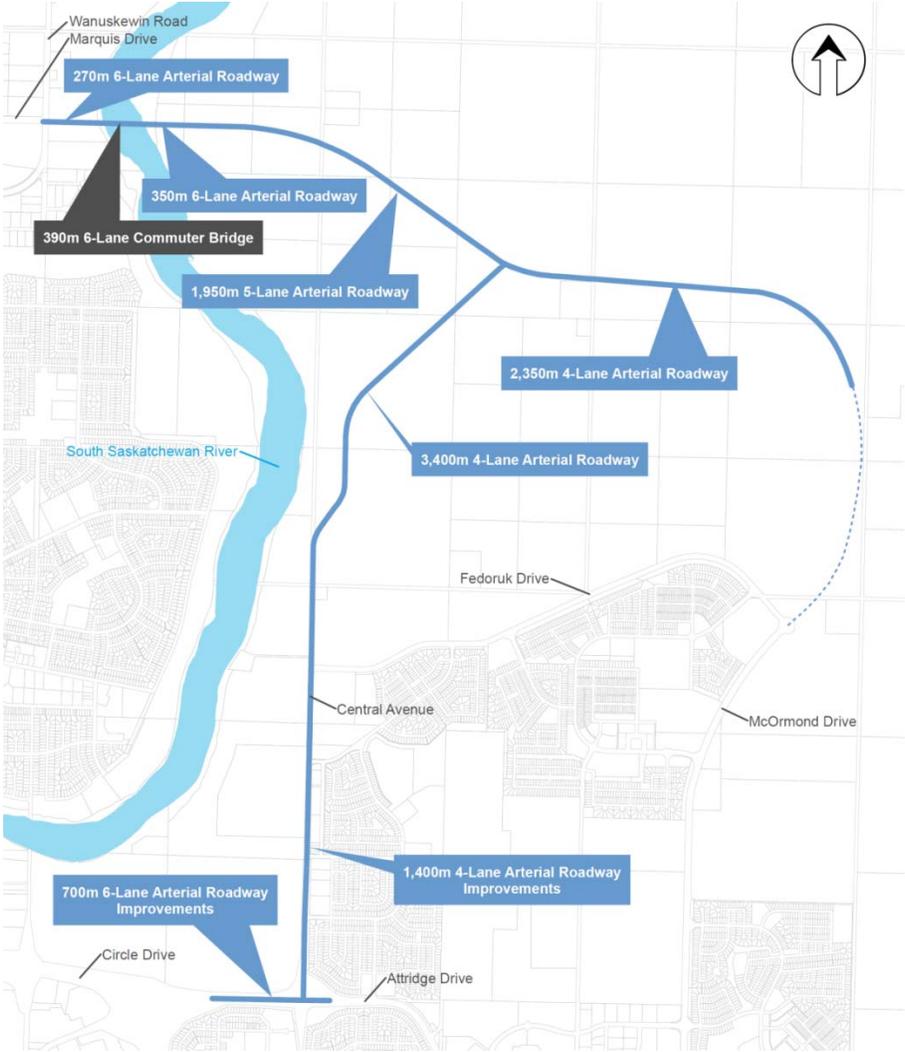
The City decided to bundle the North Commuter Parkway and the Traffic Bridge (“NCPTB” or the “Project”) under a single contract to help increase the attractiveness of the Project to private sector participants and also to encourage innovation in the development of submissions. The City further anticipated that bundling would create economies of scale and reduce procurement and overhead costs, as well as encourage service level consistency across the different components.

The North Commuter Parkway and the re-opening of the Traffic Bridge will significantly supplement available capacity for trips between key employment centres and residential areas, and will also reduce commuter traffic on the City’s other river bridges. This will improve travel times and congestion resulting in a higher quality of life for citizens and lower greenhouse gas emissions to help the City meet its environmental leadership goals.

## 1.2 Scope of the Project

The Project involves the design, construction, financing, operations and maintenance of two new arterial roadways, a new river crossing located in the north area of the City and a replacement river crossing located in Saskatoon’s downtown core.

The North Commuter Parkway portion of the Project is intended to include 8.3 km of new 4 to 6 lane arterial roadways, improvement/expansion of 2.1 km of existing arterial roadways, and a new 390 m long 6-lane bridge across the South Saskatchewan River. Ancillary infrastructure to be provided under the Project includes multi-use trails, drainage facilities, existing intersection improvements, street lighting and new traffic intersections to accommodate connection of future developments in the University Heights Sector of northeast Saskatoon.



The Traffic Bridge portion of the Project is intended to include demolition and removal of the existing Traffic Bridge superstructure and construction of a new steel-truss bridge in the same location as the current bridge, utilizing new concrete piers constructed around the existing piers. It also includes the replacement of the existing retaining wall on the east side of Victoria Avenue between 11th Street and Saskatchewan Crescent, road and walkway improvements to Victoria Avenue between the bridge and 11th Street, and walkway improvements along Saskatchewan Crescent.

### **1.3 Project Funding**

The Affordability Threshold value for the Project was \$165,000,000 in net present value (“NPV”) terms as at the Financial Submission Deadline (August 20, 2015). This Affordability Threshold was calculated based on the City’s available budget for the operating period payments for the Project (i.e., the sum of the Capital Payments, Operations and Maintenance Payments and Major Maintenance and Rehabilitation Payments), but excluded the Substantial Completion Payment (the “Affordability Price”). The Affordability Threshold was communicated to the Proponents during the Request for Proposals (“RFP”) period and bidders were encouraged to submit financial offers that contained an Affordability Price below the Affordability Threshold. The Successful Proponent’s financial offer was below the Affordability Threshold.

With respect to Project funding, the City negotiated a financial contribution agreement with PPP Canada for the Project (the “PPP Canada Agreement”). The PPP Canada Agreement stipulated that the funds are to be used by the City as part of the Substantial Completion Payment and the total amount of the contribution would be equal to 25% of the eligible capital costs of the Successful Proponent, up to a maximum contribution of \$66 million.

The Province of Saskatchewan has also agreed to contribute \$50 million to the Project. The remaining funding for the Project will be provided by the City.

## 2 Procurement Process

### 2.1 Delivery Model Assessment

A number of delivery models that involve various degrees of private sector responsibility and transfer of risk were considered for the Project, including the Design-Bid-Build (“DBB”) model traditionally used by the City. The suitability of a P3 delivery model for this Project was initially assessed by Brookfield Financial, as documented in its report dated April 2013. Brookfield explored the viability of a Design-Build-Finance-Operate-Maintain (“DBFOM”) delivery model for the Project, performed an initial market sounding exercise to understand market interest and views of the proposed deal structure, analysed project costs and provided an overview of regulatory requirements and project governance options. The report concluded that:

*“...the DBFOM model allows the City to partner with private sector participants and pursue a “win-win” solution that best leverages the skills and resources of each party, encourages innovation, and ultimately delivers the highest tangible value to the City.”<sup>1</sup>*

This conclusion was validated by KPMG through a high-level P3 screening assessment and a market sounding exercise that were performed by KPMG as part of the development of the business case for the Project. The high-level screening assessment determined that the Project satisfied a number of criteria that supported a P3 delivery, while the market sounding consultations indicated significant private sector interest towards the size and scope of the Project as a DBFOM.

### 2.2 Selection of Delivery Model

At its meeting on May 21, 2013, City Council adopted the functional plan for the North Commuter Parkway and directed that the Traffic Bridge project be combined with the North Commuter Parkway project into a single project. Specifically, the City’s Administration was directed to proceed with the North Commuter Parkway project based on the bridge and arterial roadway configuration recommendations of the Functional Planning Study and to include the Traffic Bridge project. The Administration was further directed to pursue available funding for this project from the federal and provincial governments.

In October 2013, PPP Canada accepted the P3 Canada Fund Screening Application that was submitted by the City for the Project. In June 2014, following the development of the business case for the Project (based on PPP Canada’s guide to P3 business case development), the City received funding approval from PPP Canada of up to \$66 million towards eligible construction costs for the Project subject to its delivery as a DBFOM and demonstrating value for money. The findings of the business case and the conditional funding from PPP Canada confirmed the original analysis that the delivery of the Project would be suitable for a DBFOM delivery.

### 2.3 Project Team and External Advisors

The City was assisted on this procurement by a number of external advisors. These external advisors are identified in the table below.

<sup>1</sup> Roads and Bridges DBFOM Initiative, Analysis of Structural Considerations and Cost Impact, April 2013, Brookfield Financial

<b>External Advisory Team</b>	
<b>Financial and Business Advisor</b>	KPMG LLP
<b>Legal Advisor</b>	Blake, Cassels & Graydon LLP
<b>Technical Advisors</b>	CIMA+ Canada Inc. Stantec Consulting Ltd. Associated Engineering Group Ltd. Golder Associates Ltd. BTY Consultancy Group Inc. MHPM Project Managers Inc. Northwest Hydraulic Consultants Ltd. Zacaruk Consulting Inc. Patching Associates Acoustical Engineering Ltd. Opus International Consultants (Canada) Limited Collings Johnston Inc.
<b>Fairness Advisor</b>	JD Campbell & Associates

## **2.4 Support and Decisions by City Council**

A series of key decisions and approvals by City Council were instrumental in advancing the procurement of the Project:

- **March 12, 2012** – Stantec Consulting Ltd. was approved as the City’s Traffic Bridge consultant.
- **May 21, 2013** - City Council made the decision to include the Traffic Bridge Replacement as a “bundled” project with the North Commuter Parkway project. City Council also directed the Administration to continue pursuing available funding options for the Project from the federal and provincial governments.
- **June 2013** - A funding application was submitted to PPP Canada for the Project.
- **June 10, 2013** - CIMA+ was approved as the Technical Advisory Consultant for the Project. At this time it was also passed that Stantec remain as the City’s technical advisor for the Traffic Bridge component of the overall Project.

- **September 23, 2013** – KPMG LLP was approved to develop the business case for the Project.
- **October 7, 2013** - PPP Canada accepted the P3 Canada Fund Screening Application for the Project.
- **March 31, 2014** - City Council approved the Project to be procured through a P3 delivery model (DBFOM).
- **May 20, 2014** - KPMG LLP (Financial and Business Advisor), Blakes, Cassels & Graydon (Legal Advisor) and JD Campbell & Associates (Fairness Advisor) were approved for their respective roles in the procurement of the Project.
- **June 9, 2014** – City Council approved the funding plan for the Project and approved the issuance of the Request for Qualifications (“RFQ”) for the Project.
- **July 21, 2014** - The RFQ for the Project was issued to the market.
- **December 15, 2014** - Three teams (Bridge City Infrastructure Group, Bridge City Partners and Graham Commuter Partners (“GCP”)) were prequalified to participate in the RFP process.
- **December 16, 2014** - The RFP for the Project was issued to the three shortlisted teams with the approval of City Council.
- **September 8, 2015** - City Council approved the RFP award for the Project to GCP.

## 2.5 Procurement Process Result

The RFP evaluation process was based on the selection of the lowest cost, compliant offer. All three shortlisted Proponents submitted technical submissions in July 2015. Proponents who were deemed to have submitted a compliant technical offer were invited to submit financial submissions in August. The Preferred Proponent was identified based on the financial offer that had the lowest NPV of payments by the City, provided that it was also under the Affordability Threshold.

The Proponent with the lowest cost financial offer on a NPV basis was GCP with an Affordability Price of \$160.8 million. The NPV of GCP’s total proposal (including the NPV of the Substantial Completion Payment amount) at the time of the RFP submissions was \$255.0 million. Following the capital payment adjustment process performed at financial close, the NPV of GCP’s Affordability Price was \$163.9 million, while the NPV of its Proposal Price was \$258.1 million<sup>2</sup>.

<sup>2</sup> The increase in the Affordability Price and the Proposal Price was the result of an increase in the underlying interest rates between financial submissions and the financial close date.

# 3 Value for Money Analysis

## 3.1 What is Value for Money

Value for Money (“VFM”) analysis is a tool commonly used by public sector project sponsors to assess the value to the public of delivering an infrastructure project through a P3 model. If it is found that the P3 model costs less than the traditional delivery model on a NPV basis, then a P3 approach is considered to deliver VFM.

This VFM analysis compares the total risk-adjusted cost to the City under two different delivery models – the DBFOM model and the traditional delivery (DBB) model. These models are described further in Section 3.3.

To arrive at risk adjusted costs, it is standard practice to develop a risk matrix and to quantify project risks. The section that follows provides an overview of the risk quantification process applied to the Project.

## 3.2 Risk Quantification

An important element in P3 delivery approaches is the transfer of risks to the private sector. The general principle being that risks should be assigned to the party that is best able to manage the risk. As part of the project planning stage, a risk matrix was developed through review of precedent industry documents and discussions among project team members. The objective of the risk matrix was to identify project risks that could occur during the planning, procurement, design, construction, and operations and maintenance phases and to facilitate the quantification of project risks.

Risks were identified and considered under multiple categories, including:

- **Planning and procurement risks** – risks involving availability of funding from the City, market and capacity risk, risks involving land acquisition, and financial risks (e.g., due to changes in capital markets prior to start of the Project);
- **Design risks** – risks related to design errors and specifications;
- **Construction risks** – risks related to geotechnical and environment risks, construction delays, permitting approval risks, cost overruns, latent defects and scope changes, and contractor failure or default; and
- **Operational risks** – risks related to operations and maintenance activities, rehabilitation of the bridges, roads and supporting infrastructure, coordination among parties, and operator performance.

For each identified risk, the probability and cost impact of risk occurrence was assessed for both the DBB model and the DBFOM model. Aggregate values of risks retained by the City and transferred to the private sector were estimated under both DBB and DBFOM models.

## 3.3 Description of Delivery Models

The traditional (DBB) and the P3 (DBFOM) models are briefly described below.

### **Design-Bid-Build (DBB)**

Under the DBB model, the City would contract a design architect / engineering firm to design the assets, and then put the construction work out to tender to the lowest-cost qualified bidder.

Funding for construction costs comes entirely from the City, which makes regular payments during the construction period to the construction contractor as the assets are built. Performance security would also be limited to less liquid methods including performance bonding and construction warranties.

Once constructed and operational, the City would be responsible for operating and maintenance the roads, bridges and supporting infrastructure. The City might tender these services to contractors or perform the services using in-house staff.

### **Design-Build-Finance-Operate-Maintain (DBFOM)**

Under the DBFOM model, the private sector consortium would be responsible for the design, construction, financing, operations and maintenance of the bridge and road infrastructure. This model therefore enables significant integration among all components of the Project.

The financing component of this option includes both short-term and long-term financing. The short-term financing component would be repaid through a Substantial Completion Payment following the successful completion of the project construction. Long-term financing is required because the private sector partner is not paid fully at construction completion, but would instead be paid through a stream of payments over the length of the maintenance term. The payments over the length of the maintenance term include:

- A fixed capital repayment component to repay the private sector partner's long-term debt and equity investors for its financing of the construction; and
- A performance-based payment to compensate the private sector partner for its ongoing maintenance work, subject to deductions for failing to meet contractual performance obligations.

The City would repay the residual capital cost in a blended fashion with the ongoing maintenance and lifecycle payments over the agreed upon maintenance term. The maintenance term would be 30 years, and the private sector partner would have to meet the City's pre-defined performance standards during this period. Payment for regular and rehabilitative maintenance would occur throughout the maintenance term and would include a performance-based bonus or penalty formula.

At the end of the operations and maintenance term, the consortium would transfer control of the assets to the City under agreed-upon terms and conditions, known as hand-back conditions. The hand-back conditions would explicitly outline the expected condition in which the assets must be returned to the City and a stipulated life-expectancy beyond the concession period (e.g. a number of years post-contract).

## **3.4 Value for Money results**

Prior to the release of the RFP, a VFM analysis was conducted for the Project and it demonstrated a positive VFM of \$26.6 million or 7.5% of the Public Sector Comparator ("PSC")<sup>3</sup> costs. This analysis was

<sup>3</sup> The Public Sector Comparator or PSC is a term used to describe the traditional delivery model for a project used in the development of a VFM analysis. For the purposes of the Project, the PSC is assumed to be delivered through a DBB model and includes the estimated project costs (design, construction, operations and maintenance, and lifecycle), owner's transaction costs and retained risks.

refreshed in October 2015 following the successful financial close of the Project with Graham Commuter Partners. This updated VFM analysis replaced the Shadow Bid estimate with values from the successful proposal and demonstrated a positive VFM of \$69.4 million or 19.1% of PSC costs.

### 3.4.1 Preliminary Value for Money Estimate

A summary of the various components of the preliminary Value for Money assessment has been provided in the table below.

#### **Preliminary Value for Money estimate (NPV to January 1st 2014 with rate of 4.7%)**

<b>\$ millions</b>	<b>DBB (PSC)</b>	<b>DBFOM (Shadow Bid)</b>
Total Project Base Cost	250.0	279.5
Retained Risk	72.2	15.7
Transferred Risk	2.5	10.0
Owners and Transaction Costs	25.4	22.9
Competitive Neutrality	4.7	n/a
<b>Total Risk-Adjusted Project Cost</b>	<b>\$354.8</b>	<b>\$328.2</b>
<b>Project VFM (\$)</b>		<b>\$26.6</b>
<b>Project VFM (%)</b>		<b>7.5%</b>

The VFM methodology applied to the Project was primarily based on the Alberta approach to VFM analyses, while the City's first P3 project (the Civic Operations Centre or "COC") applied a VFM methodology more similar to the Ontario approach. Both are commonly used methodologies to assess VFM; however, one of the conditions precedent to receiving PPP Canada funding for the NCPTB Project required the City to 'harmonize' the VFM for the NCPTB Project using the VFM methodology that was applied to the COC to help ensure consistency and transparency across the two projects. The results of the harmonization process indicated that the NCPTB Project would still demonstrate positive VFM (approximately 5.9%).<sup>4</sup> Details regarding the VFM harmonization process can be found in Appendix A.

### 3.4.2 Final Value for Money Estimate

Upon the close of the RFP process in August 2015, bids were evaluated by an evaluation committee. The preferred bid was compared to the public sector comparator to ensure that VFM was still achieved through the DBFOM delivery of the Project. At this point, the Shadow Bid was updated to reflect the total Project costs contained in the preferred bid.

Following financial close of the Project, the final VFM assessment was prepared. This final assessment involved updating assumptions used in the PSC that were developed for use in the preliminary VFM assessment to reflect any changes related to Project timing and the other financial assumptions that bidders were required to comply with pursuant to the RFP. The adjustments made in the final VFM analysis consisted of:

- Replacing the estimated cost of delivering the Project under the DBFOM delivery model with the actual costs of the payment streams to be made to GCP;

<sup>4</sup> To ensure consistency and comparability in the analysis for future projects, the City will be adopting a standard VFM methodology.

- Revising the Project costs (capital, operating and transaction costs) to reflect refinements in the Project scope from the time that the business case was prepared to the final scope contained in the RFP;
- Updating the operations start date to reflect the actual service commencement date identified in the GCP offer;
- Revising the escalation rate applied to the operating period costs under the PSC to match the 2% rate that was prescribed as part of the RFP submission requirements;
- Updating the allocation of risks in the risk matrix to reflect the actual allocation of risks in the final Project Agreement; and
- Adjusting the base date for the comparison of NPV costs to August 20, 2015 (i.e. the financial submission date) to reflect the RFP submission requirement<sup>5</sup>.

No other adjustments were made in the final VFM analysis. The methodology used for calculating the final VFM was consistent with the approach that was used at the business case stage (e.g., the Alberta-based approach). An overview of the City payments that will be made to GCP over the term of the Project can be found in Appendix B.

The resulting comparison between the estimated risk-adjusted project costs for the DBB delivery model and DBFOM delivery model is as follows:

**Final Value for Money estimate (NPV to August 20<sup>th</sup>, 2015 with rate of 4.7%)**

\$ millions	DBB (PSC)	DBFOM (Successful Proponent)
Total Project Base Cost	255.9 <sup>6</sup>	258.1 <sup>7</sup>
Retained Risk	82.3	18.1
Transferred Risk	Included in base cost	Included in base cost
Owners and Transaction Costs <sup>8</sup>	19.1	17.2
Competitive Neutrality <sup>9</sup>	5.5	n/a
<b>Total Risk-Adjusted Project Cost</b>	<b>\$362.8</b>	<b>\$293.4</b>
<b>Project VFM (\$)</b>		<b>\$69.4</b>
<b>Project VFM (%)</b>		<b>19.1%</b>

The figure below illustrates the final Value for Money estimate.

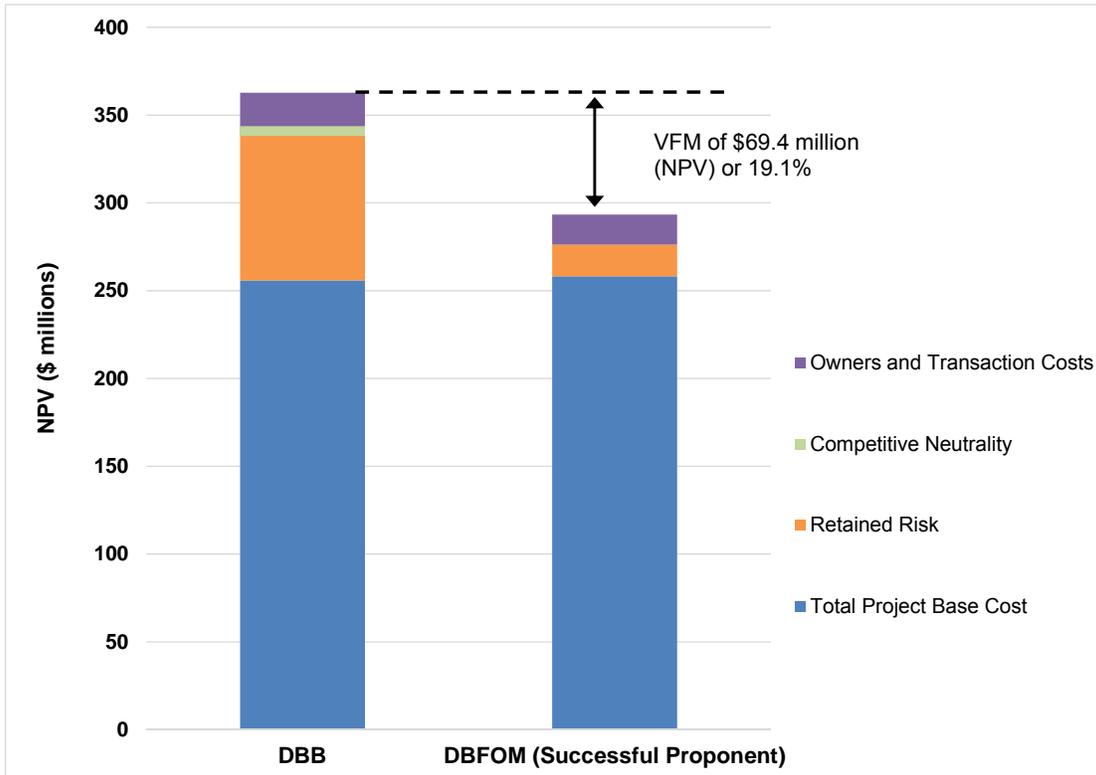
<sup>5</sup> To maintain consistency with the RFP submission requirements and to ensure that the total Project costs under the DBFOM could be traced back to the GCP financial offer, the discount rate used for the final VFM assessment remained at 4.7%.

<sup>6</sup> The sum of the NPV values for capital costs, O&M costs, major maintenance and rehabilitation payments and risks assumed by the private contractor.

<sup>7</sup> The sum of the NPV values of the financial offer (all capital payments, O&M payments and major maintenance and rehabilitation payments to the Successful Proponent).

<sup>8</sup> The NPV of the transaction and project management related costs for the City.

<sup>9</sup> The NPV of the insurance costs of the successful proponent during the operating period. These costs are reflected in the Total Base Project Cost in the DBFOM. These costs also appear in the DBB procurement to neutralize the advantage of the DBB since the City would self-insure.



# Appendix A – NCPTB Project VFM Harmonization Process

PPP Canada has identified the NCPTB Project as a potential recipient of federal infrastructure funding through the P3 Canada Fund. Subject to the City meeting a number of conditions precedent, as set out in the Conditional Financial Agreement between PPP Canada and the City, the Project is eligible to receive federal funding of up to 25% of eligible capital costs (to a maximum amount of \$66 million) at Substantial Completion.

One of the conditions required to be met prior to receiving funding was related to harmonizing the VFM methodologies used for the Civic Operations Centre (“COC”) project and the NCPTB Project. The condition states:

*“The City will have harmonized its VFM methodology with that of the City’s Saskatoon Civic Operations Centre project to ensure consistency and transparency in published VFM reports.”*

## COC VFM Methodology

The COC project was the first P3 project undertaken by the City of Saskatoon through a long-term delivery model (DBFOM). The project involves the design, construction and long-term maintenance of a new transit facility and permanent snow storage decontamination facility with a maintenance period of 25 years. PPP Canada provided a federal funding contribution of up to \$42.9 million for the project through its P3 Canada Fund. The project achieved financial close on December 19, 2014.

Based in the VFM Report prepared for the COC project, the VFM methodology applied to the project was based on a modified-Ontario approach which reflected the methodology that was applied to projects being procured by Infrastructure Ontario at the time the business case was developed for the project. Key VFM methodological assumptions that were used in the development of the business case for the project included:

- **Risk Premium<sup>10</sup>** – a standard 10% risk premium for DBFM projects was applied to the base construction costs on the shadow bid estimate, which is consistent with the Ontario approach.
- **Private Sector Efficiencies<sup>11</sup>** – no efficiencies were applied to the shadow bid cost estimates, which is consistent with the Ontario approach.
- **Competitive Neutrality<sup>12</sup>** – an adjustment to the traditional model for taxes and insurance incurred under the P3 approach was not applied.
- **Risk Quantification** – a total of 52 risks were quantified through a risk workshop based on a template risk matrix provided by the project’s financial advisor.
- **Discount Rate** – all cash flows used in the VFM assessment were discounted using the City’s long-term borrowing rate at the time of the business case (4.8%).

<sup>10</sup> A premium applied against the Shadow Bid base costs to estimate the transferred risks that would be priced into the private sector’s financial offer (typically applied against the base construction costs).

<sup>11</sup> An estimate of the potential cost savings under the P3 model due to the private sector’s ability to generate efficiencies and innovations in design and their approach to whole-life costing under a long-term P3 arrangement.

<sup>12</sup> An adjustment made to the traditional procurement model that ‘levels the playing field’ with the private sector on account of the public sector’s ability to self-insure or avoid the payment of taxes.

## NCPTB VFM Methodology

The NCPTB Project applied a VFM methodology that was more similar to the Alberta VFM approach. The key VFM methodological assumptions applied to the NCPTB Project included:

- **Risk Premium** – base costs under both the PSC and the shadow bid were adjusted by a risk premium, which was approximately 50% of the transferred risk values quantified through the risk matrix for each delivery model.
- **Private Sector Efficiencies** – an efficiency factor of 10% was applied to the construction, operations and maintenance and lifecycle costs for the NCPTB Project under the shadow bid.
- **Competitive Neutrality** – an adjustment was made to the PSC to account for the assumption that the City would self-insure the NCPTB Project during the operating period under the PSC.
- **Risk Quantification** – a total of 41 risks were quantified through a risk workshop based on a template risk matrix provided by the project’s financial advisor.
- **Discount Rate** – all cash flows used in the VFM assessment were discounted using the City’s long-term borrowing rate at the time of the business case (4.7%).

The VFM assessment performed at the business case stage for the NCPTB Project produced the following outputs and estimated VFM savings of 7.5%.

VFM Assessment (NPV) \$'000s	PSC (DBB)	Shadow Bid (DBFOM)
Total Project Base Costs	\$250,034	\$279,517
Retained Risks	\$72,164	\$15,744
Transferred Risks	\$2,465	\$10,016
Ancillary Costs	\$4,690	n/a
Owners and Transaction Costs	\$25,435	\$22,934
<b>Total Risk-Adjusted Project Costs</b>	<b>\$354,788</b>	<b>\$328,211</b>
<b>NCPTB Project VFM (\$)</b>		<b>\$26,577</b>
<b>NCPTB Project VFM (%)</b>		<b>7.49%</b>

## VFM Harmonization Process

PPP Canada reviewed the VFM methodologies applied to both projects and provided a recommendation for adjusting the NCPTB Project VFM methodology to make it consistent with the COC approach and in doing so, satisfy the condition set out in the Conditional Financial Agreement. The recommendation involved making the following adjustments to the NCPTB Project VFM assessment:

1. Remove the initial risk premium assumption applied to the NCPTB Project (50% of the transferred risks under the PSC and shadow bid) and apply a 10% risk premium to the base construction costs on the shadow bid estimate only.
2. Remove all private sector efficiency assumptions under the shadow bid estimate that had been applied to the construction, operations and maintenance and lifecycle costs for the Project.
3. Remove the competitive neutrality adjustment under the PSC model.

4. Refresh the NCPTB Project’s risk register by incorporating estimates for additional risks found in PPP Canada’s bridge risk matrix<sup>13</sup>.

In response to the risk matrix adjustment recommendation (#4 above), the City convened a follow-up risk workshop with its financial and technical advisors. The risk workshop had two key objectives. The first was to review the initial list of risks, including the probabilities, impacts and allocations to determine if any adjustments were required due to the changes in risk premium and efficiency assumptions. The other objective of the risk workshop was to review the additional risks identified by PPP Canada, determine if they should be included and assign probabilities, impacts and allocations for the risks that were added.

Following the implementation of the recommendations from PPP Canada and the risk matrix refresh, the VFM assessment produced the following outputs and estimated VFM savings of 5.9%.

<b>Harmonized VFM Assessment (NPV) \$'000s</b>	<b>PSC (DBB)</b>	<b>Shadow Bid (DBFOM)</b>
Total Project Base Costs	\$244,441	\$320,653
Retained Risks	\$115,181	\$18,830
Transferred Risks	Removed from analysis	Removed from analysis
Ancillary Costs	Removed from analysis	n/a
Owners and Transaction Costs	\$18,108	\$15,898
<b>Total Risk-Adjusted Project Costs</b>	<b>\$377,730</b>	<b>\$355,381</b>
<b>NCPTB Project VFM (\$)</b>		<b>\$22,349</b>
<b>NCPTB Project VFM (%)</b>		<b>5.92%</b>

## Summary

For the avoidance of doubt, the VFM harmonization process was applied to the initial VFM assessment only (i.e., from the business case stage). The VFM harmonization process did not involve the use of the Successful Proponent’s financial offer; the process was focused on the decision to pursue the Project under a P3 delivery model. As indicated above, if the City had applied the Ontario based approach to the VFM assessment for the Project, it still would have generated positive VFM. No other assumptions were changed as part of this VFM harmonization process – the 1.6% difference between the two VFM assessments is directly applicable to the adjustments that were described in this appendix.

<sup>13</sup> PPP Canada’s bridge risk matrix is intended to assist Sponsors that are contemplating the delivery of a bridge project under a P3 model. It provides a comprehensive list of risks and includes ranges for probabilities of those risks occurring and cost impacts for each risk that can be used as guidance by Sponsors when developing a risk matrix based on project-specific characteristics.

## Appendix B – Calculation of Total Project Base Cost NPV based on the financial offers

The amount of the total project base costs under the DBFOM model is based on the various payments identified in the Successful Proponent's Price Submission Form. These City payments include the following:

- Monthly Capital Payments which are identical throughout the operating period and are expressed in nominal dollars (no inflation applied);
- Operations and Maintenance Payments which can vary throughout the operating period and are presented in real (unindexed) dollars and are also presented in nominal (inflated) dollars at an estimated annual inflation rate of 2.00% for the purposes of the RFP evaluation;
- Major Maintenance and Rehabilitation Payments which also can vary throughout the operating period and are presented in real (unindexed) dollars and are also presented in nominal (inflated) dollars at an estimated annual inflation rate of 2.00% for the purposes of the RFP evaluation; and
- A Substantial Completion Payment, which is a single payment from the City to Project Co determined as an amount which will not exceed \$120 million and will be calculated as:
  - a PPP Canada portion being the lesser of \$64 million or 25% of Eligible Costs as defined by the RFP; plus
  - \$56 million from the City.

These payment streams were converted into a total NPV cost by discounting the nominal cash flows as extracted from the Price Submission Form at a discount rate of 4.7%, which is based on the City's estimated cost of long-term borrowing as at the issuance of the RFP. The values were discounted to August 20, 2015 (the financial submission date).





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## Capital Project #2407 – North Commuter Parkway and Traffic Bridge – Technical Advisory Consulting Services

### Recommendation

1. That the scope of the Engineering Services Agreement with CIMA+ for the provision of technical advisory services for the North Commuter Parkway, at a total estimated cost of \$3,824,899.00 (plus G.S.T.), be increased by \$2,423,276.00 (plus G.S.T.) in fees to include all Technical Advisory Consulting Services for the duration of the project, as modified from a Design-Build to a Public-Private Partnership procurement model; and
2. That the City Solicitor be authorized to amend the Engineering Services Agreement to increase the increased scope outlined in this report.

### Topic and Purpose

This report is to obtain approval to increase the budget of the Engineering Services Agreement with CIMA+ for Technical Advisory Consulting Services for the North Commuter Parkway project through the design and construction period of the project.

### Report Highlights

1. CIMA+ was retained in 2013 to provide Technical Advisory Consulting Services for the North Commuter Parkway project.
2. The original scope of services was based on a Design-Build delivery model for the project.
3. At the time of award of the Engineering Services Agreement to CIMA+, the Administration advised that the City would negotiate a change order with CIMA+ in the event a Public-Private Partnership (P3) procurement model were adopted for the project.
4. The total budget of the Engineering Services Agreement with CIMA+ for provision of technical support services for the duration of the P3 project through Substantial Completion is recommended to be increased by \$2,423,276.00 (plus G.S.T.).

### Strategic Goal

Construction of the North Commuter Parkway and Traffic Bridge supports the Strategic Goal of Moving Around as it will optimize the flow of people and goods in and around the city.

### Background

At its meeting held on June 10, 2013, City Council considered a report of the General Manager, Infrastructure Services Department, dated May 30, 2013, regarding awarding the Request for Proposal for the North Commuter Parkway Technical Advisory Consulting Services to CIMA+, and resolved:

- “1) that the engineering services proposal submitted by CIMA+, for technical advisory consulting services for the North Commuter Parkway project, at a total estimated cost, on a time and materials basis, to an upset limit of \$4,016,143.95 (including P.S.T. and G.S.T.), be accepted; and
- 2) that His Worship the Mayor and the City Clerk be authorized to execute the Engineering Services Agreement, as prepared by the City Solicitor, under the corporate seal.”

The Engineering Services Agreement was awarded prescribing a Design-Build procurement delivery model, and all of the activities associated with that model. The June 10, 2013 report also indicated the following:

“An alternative procurement delivery model for the North Commuter Parkway project is currently under review by the Administration. At this time, CIMA+’s scope of services are based on a Design-Build (DB) delivery model. In the event that a Design-Build-Finance-Maintain (DBFM) delivery model is adopted, the Administration would negotiate the required modifications to CIMA+’s scope of services.”

At its meeting held on March 31, 2014, City Council approved that the North Commuter Parkway and Traffic Bridge project use a P3 delivery model, subject to the City’s approval of a funding application to PPP Canada.

At its meeting held on May 5, 2014, City Council approved extension of the Engineering Services Agreement with Stantec Consulting Ltd. for the provision of services for the replacement of the Traffic Bridge to include all Technical Advisory Consulting Services for the duration of the project, as modified from a Design-Build to a P3 procurement model through bundling with the North Commuter Parkway project. At this meeting, the Administration informed City Council that an extension of the Engineering Services Agreement with CIMA+ for the North Commuter Parkway would be necessary.

Following the grant funding announcement and City Council approval of the funding plan of June 9, 2014, the P3 Request for Qualifications was issued on July 21, 2014 and closed on September 10, 2014. Three Proponents were shortlisted for the Request for Proposal stage on October 3, 2014.

At its meeting held on December 15, 2014, City Council approved that the P3 Request for Proposal (RFP) be issued to the three qualified Proponents. The RFP was issued on December 16, 2014. Technical submissions were received on July 22, 2015 and Financial Submissions were received on August 20, 2015.

At a special meeting held on September 8, 2015, City Council awarded the RFP for the North Commuter Parkway and Traffic Bridge, naming Graham Commuter Partners the Preferred Proponent.

## **Report**

### Original RFP for Technical Advisory Consulting Services

The RFP for Technical Advisory Consulting Services for the North Commuter Parkway project was issued on April 3, 2013 and closed on April 30, 2013. Technical Advisory Consulting Services are necessary to provide technical input and guidance throughout the project, refine the conceptual design, coordinate the technical components, assist with project procurement, and provide various engineering and technical services during execution of the design and construction of the project. The original commission was based on a Design-Build procurement method with an anticipated completion date of October 2016.

### Evolution of the Project

In June 2013, the North Commuter Parkway was bundled with the Traffic Bridge into a single project, and submitted as a candidate for grant funding through PPP Canada as a P3 project. Between June 2013 and June 2014, the technical team worked extensively on the P3 business case.

Subsequent to grant funding approval in June 2014, the technical team turned its attention to the technical specifications for the P3 Project Agreement. The P3 process added new elements to the procurement documents, including the requirement to specify detailed operations, maintenance, rehabilitation and hand-back specifications for a 30-year concession period. In addition, CIMA+ supported the land assembly process, and the project schedule was extended to October 2018, increasing the duration of services required.

### Budget Adjustment

Following review of the technical support services necessary through Substantial Completion of the project in October 2018, your Administration is recommending that the total budget of the Engineering Services Agreement with CIMA+ be increased by \$2,423,276.00 (plus G.S.T.) in fees over the current \$3,824,899.00 (plus G.S.T.). This amount has been accommodated within the City's budgeting of the project since the project was bundled with the Traffic Bridge and put forward through the P3 procurement process.

### **Options to the Recommendation**

The Administration reviewed the option to utilize internal engineering and construction inspection resources to substitute the services proposed to be provided by CIMA+ during the design and construction period of the project. Due to the specialized nature of the procurement model and bridge infrastructure associated with the project, and CIMA+'s expertise and experience with these types of projects, this option is not recommended.

### **Policy Implications**

In accordance with Policy A02-027 – Corporate Purchasing Procedure, City Council approval is required to award the proposed extension to the Engineering Services

**Capital Project #2407 – North Commuter Parkway and Traffic Bridge – Technical Advisory Consulting Services**

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Agreement with CIMA+, since the total of all contract extensions will exceed 25% of the original contract price.

**Financial Implications**

The estimated net cost to the City for the proposed extension to CIMA+'s Engineering Services Agreement is as follows:

Base Fees	\$3,824,899.00
Change Order No. 1 (proposed)	2,423,276.00
G.S.T.	<u>312,408.75</u>
Sub-Total	\$6,560,583.75
G.S.T. Rebate	<u>(312,408.75)</u>
Net Cost to City	<u>\$6,248,175.00</u>

There is sufficient funding available within Capital Project #2407 – North Commuter Parkway and Traffic Bridge.

**Other Considerations/Implications**

There are no public and/or stakeholder involvement, communications, environmental, privacy, or CPTED implications or considerations.

**Due Date for Follow-up and/or Project Completion**

The North Commuter Parkway and Traffic Bridge project is scheduled for substantial completion in October 2018.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**Report Approval**

Written by: Dan Willems, Special Projects Manager, Major Projects  
Reviewed by: Mike Gutek, Director of Major Projects  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

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## North Commuter Parkway and Traffic Bridge Project – Borrowing Bylaw

### Recommendation

That City Council consider Bylaw No. 9325, *The North Commuter Parkway and Traffic Bridge Project Borrowing Amendment Bylaw, 2015*.

### Topic and Purpose

The purpose of this report is to provide City Council with Bylaw No. 9325, which is the amendment required to Bylaw No. 9313 to provide for the specific financing of the North Commuter Parkway and Traffic Bridge Project now that financial close has been achieved.

### Report

At its meeting held on September 28, 2015, City Council passed Bylaw No. 9313 to provide for the borrowing required for the construction of the North Commuter Parkway and Traffic Bridge Project. That Bylaw provided for a borrowing to a maximum of \$134,200,000.00 and an interest rate of 5.068% per annum.

Commercial and Financial Close has now been achieved with Graham Commuter Partners General Partnership. The actual borrowing and the interest rate of the borrowing are less than what was provided for in Bylaw No. 9313. This Bylaw amends Bylaw No. 9313 to reflect the financing achieved at financial close.

Bylaw No. 9325 provides for a deferred capital payment of \$96,592,997.93 to be repaid over 30 years and an interest rate of 4.513% per annum. Both of these numbers are less than the maximums approved by City Council in Bylaw No. 9313.

### Attachments

1. Report of City Solicitor regarding the North Commuter Parkway and Traffic Bridge Project – Borrowing Bylaw dated September 28, 2015.
2. Proposed Bylaw No. 9325, *The North Commuter Parkway and Traffic Bridge Project Borrowing Amendment Bylaw, 2015*.

### Report Approval

Written by: Cindy Yelland, Solicitor, Director of Planning and Development Law  
Approved by: Patricia Warwick, City Solicitor

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ROUTING: City Solicitor – City Council  
November 23, 2015 – File No. CK 1750-1 x 6050-10 x 6050-8  
Page 1 of 1

DELEGATION: P. Warwick

cc: City Manager, GM Asset & Financial Management

9.6.1

## North Commuter Parkway and Traffic Bridge Project – Borrowing Bylaw

### Recommendation

That City Council consider Bylaw No. 9313.

### Topic and Purpose

The purpose of this report is to provide City Council with Bylaw No. 9313, which is the borrowing bylaw necessary for the North Commuter Parkway and Traffic Bridge Project – Project Agreement.

### Background

At its meeting held on August 20, 2015, City Council passed the following motion that:

“The planned Public Private Partnership range of borrowing from \$109M to \$122M, plus or minus a 10% variance, for the North Commuter Parkway and Traffic Bridge project (Capital Project 2407), through a capital asset financing agreement between the City of Saskatoon (City) and the Preferred Proponent (such borrowing structured as payments to the Preferred Proponent over a period of 30 years, including to repay the capital costs of the project) be approved.”

### Report

The City is completing the Commercial Close and Financial Close of the procurement for the North Commuter Parkway and Traffic Bridge Project. The ongoing capital payments to the Preferred Proponent are considered a long-term liability for the City, and as a result, will be treated as debt.

Although all the financial details are not yet known about this project, in order to obtain approval from its lenders, the Preferred Proponent requires a borrowing bylaw be passed now. The same process was followed on the Civic Operations Centre Phase One project which is also a public-private partnership.

Bylaw No. 9313 provides for a Borrowing in an amount not exceeding \$134,200,000.00. At the August 20, 2015, meeting of City Council, the Asset & Financial Management Department presented a report titled “Intent to Borrow” (Attachment 1). After consideration of this report, City Council authorized a Borrowing in the range of \$109M

to \$122M, plus or minus a 10% variance. It is the maximum amount within this range that has been placed in Bylaw No. 9313.

It will be the intention of the Asset & Financial Management Department to bring forward a detailed report regarding this project to the November meeting of City Council outlining in full the financial arrangements with the Preferred Proponent. Accompanying that report will be a bylaw amendment which will amend Bylaw No. 9313 to correspond with the specific financial arrangements of this project.

**Attachments**

1. Report of Asset and Financial Management Department – North Commuter Parkway and Traffic Bridge – Intent to Borrow - August 17, 2015.
2. Proposed Borrowing Bylaw No. 9313.

**Report Approval**

Written by: Cindy Yelland, Solicitor  
Approved by: Patricia Warwick, City Solicitor

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## North Commuter Parkway and Traffic Bridge – Intent to Borrow

### Recommendation

That the Administration submit a report to City Council recommending that the planned Public Private Partnership range of borrowing from \$109M to \$122M, plus or minus a 10% variance, for the North Commuter Parkway and Traffic Bridge project (Capital Project 2407), through a capital asset financing agreement between the City of Saskatoon (City) and the Preferred Proponent be approved (such borrowing structured as payments to the Preferred Proponent over a period of 30 years, including to repay the capital costs of the project).

### Topic and Purpose

The purpose of this report is to request authorization to borrow for the North Commuter Parkway and Traffic Bridge (NCPTB) project through a Public Notice Hearing.

### Report Highlights

1. The NCPTB project is an approved project that will require borrowing.
2. The borrowing amount is identified as a range, which permits for some variance and is an expected outcome of the proposals that will be received.
3. The borrowing is within the \$558M debt limit approved by the Saskatchewan Municipal Board.

### Strategic Goal

The construction of the NCPTB supports the long-term strategy of optimizing the flow of people and goods in and around the city under the Strategic Goal of Moving Around. Managing debt and the current debt limit relates to the long-term strategy of protecting the City of Saskatoon's credit rating under the Strategic Goal of Asset and Financial Sustainability. The required Public Notice for Borrowing is one of the key elements of accountability and transparency which enhances the longer term objective of financial sustainability.

### Background

At its meeting on March 31, 2014, City Council approved that the NCPTB project use a P3 delivery model, subject to the City's approval of a funding application to PPP Canada.

On June 9, 2014 the Government of Canada, through the P3 Canada Fund, announced a contribution of up to \$66M, and the Province of Saskatchewan announced a contribution of \$50M for the NCPTB project.

At its meeting on June 9, 2014, City Council approved the funding plan for the NCPTB project and also approved that the Administration proceed with the Request for Qualifications (RFQ) stage of procurement.

The RFQ was issued on July 21, 2014 and closed on September 10, 2014. Three Proponents were shortlisted for the Request for Proposal (RFP) stage on October 3, 2014. The RFP was issued to the shortlisted proponents on December 23, 2014.

## **Report**

### Procurement

The Administration is nearing completion of the procurement for the NCPTB project. This project includes a new 6-lane bridge across the South Saskatchewan River, approximately 8.3 km of new 4-to 6-lane arterial roadways, the improvement/expansion of approximately 2.1 km of existing arterial roadways, as well as the demolition and removal of the existing Traffic Bridge superstructure and construction of a new modern steel Parker through-truss bridge.

The Preferred Proponent will be identified in a separate report to City Council. The next stage of the process is for the City to enter into a design, build, finance, operate, and maintain agreement (Project Agreement) with the Preferred Proponent and to achieve Commercial and Financial Close.

### Borrowing

It is expected that the 30-year final fixed price Project Agreement will be executed in October 2015. The ongoing capital payments to the Preferred Proponent are considered a long-term liability for the City, and as a result, will be treated as debt and will require City Council to approve a borrowing bylaw. The City will pay the Preferred Proponent up to \$120M upon substantial completion (on or before October 1, 2018) as certified by an independent certifier. The remainder of the liability will be included in the monthly payments over the 30-year term. Details of the finalized Project Agreement and the financial terms, including the interest rate and payment data, will be presented in a future borrowing bylaw report for City Council's consideration and approval.

The RFP issued to the three shortlisted teams contained an Affordability Threshold. The Affordability Threshold was built by combining the total amounts of both the capital and operating budgets. Each of the shortlisted teams can then develop their overall financial plan for the NCPTB project based on the blended budget. The Administration did not designate how much was to be applied to capital and how much to operating as this will allow the Preferred Proponents innovation in how they structure their proposal.

Until the financial bids are opened and evaluated, it is impossible to know for certain how each Proponent is dividing the Affordability Threshold into capital and operating. The borrowing amount is a range plus a variance because Public Notice was given and this report was written prior to opening the bids.

### Debt Limit

Legislation allows for cities to incur long-term debt without application to the Saskatchewan Municipal Board (SMB) providing the debt does not exceed the amount authorized by the SMB. The debt required for the NCPTB project is fully accommodated within the \$558M limit that has been approved by the SMB.

City Council Bylaw No. 8171, The Public Notice Policy Bylaw, 2003, requires that City Council give Public Notice before borrowing money. Accordingly, because the City will be obligated to make payments to the Preferred Proponent over a period of 30 years, including to repay the capital costs of the Project, Public Notice is required.

For the purposes of *The Cities Act*, this will be considered to be a "borrowing" as defined by that *Act*.

### **Public and/or Stakeholder Involvement**

There is no public or stakeholder involvement required at this time.

### **Policy Implications**

The Administration has scheduled the execution of the Project Agreement for the week of October 19, 2015. Details of the finalized Project Agreement and the financial terms, including the interest rate and payment data, will be presented in a future borrowing bylaw report for City Council's consideration and approval.

### **Financial Implications**

\$120M will be paid to the Preferred Proponent upon substantial completion for partial payment of the capital costs. These funds will come from PPP Canada, the Province of Saskatchewan, borrowing and Evergreen Neighbourhood surplus.

The funding plan for the NCPTB project that was approved at the City Council meeting on June 9, 2014 includes the funding above, as well as supports annual payments in the amount of \$10.8M per year for the 30-year term. These annual payments are for the remaining capital costs, maintenance, operations and major rehabilitation costs.

### **Other Considerations/Implications**

There are no options to the recommendation and there are no environmental, privacy, or CPTED implications or considerations, and a communication plan is not required at this time.

### **Due Date for Follow-up and/or Project Completion**

Once details of the Project Agreement are finalized, the Administration will present a borrowing bylaw, with all of the relevant data related to the transaction, for City Council's approval.

### **Public Notice**

Public Notice is required for consideration of this matter, pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, which forms part of Bylaw 8171. The following Public Notice was given:

- Advertised in The StarPhoenix on August 8, 2015
- Posted on the City Hall Notice Board on August 7, 2015
- Posted on the City's website on August 7, 2015

**Attachment**

1. Photocopy of Public Notice

**Report Approval**

Written by: Kari Smith, Manager of Financial Planning  
Reviewed by: Linda Andal, Director of Civic Operations Centre Project  
Clae Hack, Acting General Manager, Asset & Financial  
Management Department  
Approved by: Murray Totland, City Manager

NCPTBP\_Intent to Borrow.docx

## Copy of Public Notice

**PUBLIC NOTICE****NORTH COMMUTER PARKWAY AND TRAFFIC BRIDGE – INTENT TO BORROW**

City Council will be considering a report from the Administration at the Public Hearing Meeting of City Council to be held on **Thursday, August 20, 2015 at 6:00 p.m., Council Chambers, City Hall** recommending:

That City Council authorize the following planned Public Private Partnership range of borrowing (such borrowing structured as payments to the Preferred Proponent over a period of 30 years, including to repay the capital costs of the project):

- **\$109M to \$122M (+/- 10%)** for the North Commuter Parkway and Traffic Bridge (Capital Project 2407), through a capital asset financing agreement between the City of Saskatoon and the Preferred Proponent.

*The Cities Act and City Council Bylaw 8171 require that City Council give public notice before borrowing money. For more information, contact the City Clerk's Office: 306-975-3240*

**BYLAW NO. 9313**

*A Bylaw of The City of Saskatoon to undertake a Borrowing in an amount not exceeding One Hundred and Thirty Four Million Two Hundred Thousand Dollars (\$134,200,000.00) as part of a public-private partnership Project Agreement for the North Commuter Parkway and Traffic Bridge Project*

Whereas *The Cities Act*, S.S. 2002, c. C-11.1 (the "Act") provides that a city may borrow money or incur debt for the purpose of financing capital property;

And whereas the Council of The City of Saskatoon (the "City") has approved through previous capital budgets and capital plans the construction of the following capital project:

<b>Project No.</b>	<b>Name</b>	<b>Purpose</b>
P2407	North Commuter Parkway and Traffic Bridge Project	Design, build, finance, operate and maintain two new river crossings complete with major arterial connecting roadways
		(the "Project");

And whereas the City proposes, pursuant to this Bylaw, to undertake a Borrowing (as that term is hereinafter defined) in an amount not exceeding \$134,200,000.00 to pay for a portion of the cost of the Project;

And whereas the Saskatchewan Municipal Board has established and authorized a debt limit of \$558,000,000.00 for the City to have outstanding at any time (the "Debt Limit");

And whereas the outstanding long-term debt of the City, including the Borrowing authorized by this Bylaw, as at September 28, 2015, totals \$371,282,027.23, no part of which either as to principal or interest is in arrears;

And whereas the debt to be created as a result of the Borrowing pursuant to this Bylaw, together with the current outstanding long-term debt of the City, does not in the aggregate exceed the Debt Limit;

Now therefore, in accordance with sections 134 and 139 of the Act, the Council of the City enacts as follows:

## Definitions

1. In this Bylaw and the preamble hereto:
  - (a) “**Act**” means *The Cities Act*, S.S. 2002, c. C-11.1;
  - (b) “**Borrowing**” means borrowing within the meaning of Part IX of the Act;
  - (c) “**Capital Cost**” means the total capital cost of the construction of the Project pursuant to the Project Agreement;
  - (d) “**City**” means The City of Saskatoon;
  - (e) “**Debt Limit**” means the debt limit for the City of Saskatoon as established by the Saskatchewan Municipal Board, and which is referred to in the preamble hereto;
  - (f) “**Deferred Capital Payments**” means the portion of the Capital Cost, being a maximum of \$134,200,000.00 that will be payable monthly, along with interest, by the City to the Preferred Proponent pursuant to the Project Agreement;
  - (g) “**Preferred Proponent**” means Graham Commuter Partners General Partnership;
  - (h) “**Project**” means two new river crossings complete with major arterial connecting roadways to be built pursuant to the Project Agreement, and which is referred to in the preamble hereto; and
  - (i) “**Project Agreement**” means the agreement to be entered into between the City and the Preferred Proponent providing for the design, building, financing, operating and maintenance of the Project.

## Authorization

2. The City shall undertake a Borrowing pursuant to the Project Agreement for the Project as follows:
  - (a) the Preferred Proponent agrees to pay the Capital Cost of the design and construction of the Project; and
  - (b) the City agrees to reimburse the Preferred Proponent for a portion of the Capital Cost through Deferred Capital Payments in an



## **BYLAW NO. 9325**

A Bylaw of The City of Saskatoon to amend Bylaw No. 9313 entitled, "*A Bylaw of The City of Saskatoon to undertake a Borrowing in an amount not exceeding One Hundred and Thirty Four Million Two Hundred Thousand Dollars (\$134,200,000.00) as part of a public-private partnership Project Agreement for the North Commuter Parkway and Traffic Bridge Project*"

The Council of The City of Saskatoon enacts:

### **Short Title**

1. This Bylaw may be cited as *The North Commuter and Traffic Bridge Project Borrowing Amendment Bylaw, 2015*.

### **Purpose**

2. The purpose of this Bylaw is to amend Bylaw No. 9313 to correspond with the financing of this project now that financial close has been achieved.

### **Bylaw No. 9313 Amended**

3. Bylaw No. 9313 is amended in the manner set forth in this Bylaw.

### **Section 2 Amended**

4. Subsection 2(b) is repealed and the following substituted:
  - "2. (b) the City agrees to reimburse the Preferred Proponent for a portion of the Capital Cost through Deferred Capital Payments in the amount of \$96,592,997.93 which will be made in accordance with the Project Agreement over a 30 year period as set forth in Schedule "A"."

**Section 4 Amended**

- 5. Section 4 is amended by striking out “Five and Sixty-eight One Thousandths percent (5.068%)” and substituting “Four and Five Hundred and Thirteen One Thousandths percent (4.513%)”.

**New Schedule “A”**

- 6. Schedule “A” to this Bylaw is added as Schedule “A” to Bylaw No. 9313.

**Coming into Force**

- 7. This Bylaw shall come into force on the day of its final passing.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

Schedule "A"

Schedule "A" to Bylaw No. 9313

Loan Payment Date	Opening Balance	Interest Payments	Principal Payment	Total Debt Service	Ending Balance
31-Oct-18	96,592,997.930	-	-	-	96,592,997.930
30-Nov-18	96,592,997.930	-	-	-	96,592,997.930
31-Dec-18	96,592,997.930	1,089,810.500	-	1,089,810.500	96,592,997.930
31-Mar-19	96,592,997.930	1,089,810.500	392,280.100	1,482,090.600	96,200,717.830
30-Jun-19	96,200,717.830	1,085,384.600	398,475.570	1,483,860.170	95,802,242.260
30-Sep-19	95,802,242.260	1,080,888.800	342,635.160	1,423,523.960	95,459,607.100
31-Dec-19	95,459,607.100	1,077,023.020	469,319.750	1,546,342.770	94,990,287.350
31-Mar-20	94,990,287.350	1,071,727.920	412,779.140	1,484,507.060	94,577,508.210
30-Jun-20	94,577,508.210	1,067,070.740	418,046.300	1,485,117.040	94,159,461.910
30-Sep-20	94,159,461.910	1,062,354.130	338,787.450	1,401,141.580	93,820,674.460
31-Dec-20	93,820,674.460	1,058,531.760	511,784.570	1,570,316.330	93,308,889.890
31-Mar-21	93,308,889.890	1,052,757.550	462,667.830	1,515,425.380	92,846,222.060
30-Jun-21	92,846,222.060	1,047,537.500	469,748.970	1,517,286.470	92,376,473.090
30-Sep-21	92,376,473.090	1,042,237.560	404,829.680	1,447,067.240	91,971,643.410
31-Dec-21	91,971,643.410	1,037,670.070	549,798.860	1,587,468.930	91,421,844.550
31-Mar-22	91,421,844.550	1,031,466.960	484,008.350	1,515,475.310	90,937,836.200
30-Jun-22	90,937,836.200	1,026,006.140	491,368.330	1,517,374.470	90,446,467.870
30-Sep-22	90,446,467.870	1,020,462.270	415,226.710	1,435,688.980	90,031,241.160
31-Dec-22	90,031,241.160	1,015,777.480	583,228.970	1,599,006.450	89,448,012.190
31-Mar-23	89,448,012.190	1,009,197.200	506,317.800	1,515,515.000	88,941,694.390
30-Jun-23	88,941,694.390	1,003,484.670	513,960.090	1,517,444.760	88,427,734.300
30-Sep-23	88,427,734.300	997,685.910	451,712.210	1,449,398.120	87,976,022.090
31-Dec-23	87,976,022.090	992,589.470	592,566.650	1,585,156.120	87,383,455.440
31-Mar-24	87,383,455.440	985,903.840	529,532.900	1,515,436.740	86,853,922.540
30-Jun-24	86,853,922.540	979,929.380	537,466.760	1,517,396.140	86,316,455.780
30-Sep-24	86,316,455.780	973,865.410	458,550.190	1,432,415.600	85,857,905.590
31-Dec-24	85,857,905.590	968,691.820	633,633.430	1,602,325.250	85,224,272.160
31-Mar-25	85,224,272.160	961,542.850	553,921.370	1,515,464.220	84,670,350.790
30-Jun-25	84,670,350.790	955,293.230	562,296.020	1,517,589.250	84,108,054.770
30-Sep-25	84,108,054.770	948,949.130	492,061.730	1,441,010.860	83,615,993.040
31-Dec-25	83,615,993.040	943,397.440	651,151.330	1,594,548.770	82,964,841.710
31-Mar-26	82,964,841.710	936,050.830	579,832.690	1,515,883.520	82,385,009.020
30-Jun-26	82,385,009.020	929,508.860	585,054.410	1,514,563.270	81,799,954.610
30-Sep-26	81,799,954.610	922,907.990	497,585.970	1,420,493.960	81,302,368.640
31-Dec-26	81,302,368.640	917,293.970	700,481.680	1,617,775.650	80,601,886.960
31-Mar-27	80,601,886.960	909,390.790	606,100.270	1,515,491.060	79,995,786.690
30-Jun-27	79,995,786.690	902,552.460	615,140.510	1,517,692.970	79,380,646.180
30-Sep-27	79,380,646.180	895,612.140	548,739.510	1,444,351.650	78,831,906.670
31-Dec-27	78,831,906.670	889,420.990	701,985.260	1,591,406.250	78,129,921.410
31-Mar-28	78,129,921.410	881,500.840	634,466.290	1,515,967.130	77,495,455.120
30-Jun-28	77,495,455.120	874,342.470	643,504.970	1,517,847.440	76,851,950.150
30-Sep-28	76,851,950.150	867,082.130	569,585.070	1,436,667.200	76,282,365.080
31-Dec-28	76,282,365.080	860,655.780	737,043.690	1,597,699.470	75,545,321.390
31-Mar-29	75,545,321.390	852,340.090	662,710.840	1,515,050.930	74,882,610.550
30-Jun-29	74,882,610.550	844,863.050	672,645.980	1,517,509.030	74,209,964.570
30-Sep-29	74,209,964.570	837,273.930	604,146.190	1,441,420.120	73,605,818.380
31-Dec-29	73,605,818.380	830,457.650	764,017.780	1,594,475.430	72,841,800.600
31-Mar-30	72,841,800.600	821,837.620	694,094.530	1,515,932.150	72,147,706.070
30-Jun-30	72,147,706.070	814,006.490	701,302.850	1,515,309.340	71,446,403.220
30-Sep-30	71,446,403.220	806,094.040	619,546.550	1,425,640.590	70,826,856.670
31-Dec-30	70,826,856.670	799,104.010	818,605.560	1,617,709.570	70,008,251.110
31-Mar-31	70,008,251.110	789,868.090	622,132.190	1,412,000.280	69,386,118.920
30-Jun-31	69,386,118.920	782,848.890	632,131.520	1,414,980.410	68,753,987.400
30-Sep-31	68,753,987.400	775,716.860	560,925.490	1,336,642.350	68,193,061.910
31-Dec-31	68,193,061.910	769,388.220	726,858.440	1,496,246.660	67,466,203.470
31-Mar-32	67,466,203.470	761,187.440	653,455.160	1,414,642.600	66,812,748.310
30-Jun-32	66,812,748.310	753,814.830	662,477.360	1,416,292.190	66,150,270.950
30-Sep-32	66,150,270.950	746,340.430	576,686.570	1,323,027.000	65,573,584.380
31-Dec-32	65,573,584.380	739,833.970	768,125.380	1,507,959.350	64,805,459.000
31-Mar-33	64,805,459.000	731,167.590	682,082.740	1,413,250.330	64,123,376.260
30-Jun-33	64,123,376.260	723,471.990	690,670.740	1,414,142.730	63,432,705.520
30-Sep-33	63,432,705.520	715,679.500	619,307.260	1,334,986.760	62,813,398.260
31-Dec-33	62,813,398.260	708,692.170	779,516.580	1,488,208.750	62,033,881.680
31-Mar-34	62,033,881.680	699,897.270	814,929.050	1,514,826.320	61,218,952.630
30-Jun-34	61,218,952.630	690,702.830	826,499.470	1,517,202.300	60,392,453.160
30-Sep-34	60,392,453.160	681,377.850	732,155.100	1,413,532.950	59,660,298.060
31-Dec-34	59,660,298.060	673,117.310	947,452.490	1,620,569.800	58,712,845.570
31-Mar-35	58,712,845.570	662,427.680	852,333.150	1,514,760.830	57,860,512.420
30-Jun-35	57,860,512.420	652,811.230	864,427.120	1,517,238.350	56,996,085.300
30-Sep-35	56,996,085.300	643,058.330	780,674.530	1,423,732.860	56,215,410.770
31-Dec-35	56,215,410.770	634,250.370	976,624.950	1,610,875.320	55,238,785.820
31-Mar-36	55,238,785.820	623,231.600	891,802.210	1,515,033.810	54,346,983.610
30-Jun-36	54,346,983.610	613,169.840	904,381.220	1,517,551.060	53,442,602.390
30-Sep-36	53,442,602.390	602,966.160	800,282.340	1,403,248.500	52,642,320.050
31-Dec-36	52,642,320.050	593,936.980	1,038,115.670	1,632,052.650	51,604,204.380
31-Mar-37	51,604,204.380	582,224.440	933,019.890	1,515,244.330	50,671,184.490
30-Jun-37	50,671,184.490	571,697.640	946,252.630	1,517,950.270	49,724,931.860
30-Sep-37	49,724,931.860	561,021.540	867,572.380	1,428,593.920	48,857,359.480
31-Dec-37	48,857,359.480	551,233.160	1,056,674.940	1,607,908.100	47,800,684.540
31-Mar-38	47,800,684.540	539,311.220	976,546.460	1,515,857.680	46,824,138.080
30-Jun-38	46,824,138.080	528,293.340	990,007.350	1,518,300.690	45,834,130.730
30-Sep-38	45,834,130.730	517,123.580	888,533.930	1,405,657.510	44,945,596.800
31-Dec-38	44,945,596.800	507,098.700	1,122,541.980	1,629,640.680	43,823,054.820
31-Mar-39	43,823,054.820	494,433.620	1,020,623.080	1,515,056.700	42,802,431.740
30-Jun-39	42,802,431.740	482,918.440	1,034,603.140	1,517,521.580	41,767,828.600
30-Sep-39	41,767,828.600	471,245.530	952,715.500	1,423,961.030	40,815,113.100
31-Dec-39	40,815,113.100	460,496.510	1,149,804.800	1,610,301.310	39,665,308.300
31-Mar-40	39,665,308.300	447,523.840	1,067,087.190	1,514,611.030	38,598,221.110
30-Jun-40	38,598,221.110	435,484.430	1,081,925.770	1,517,410.200	37,516,295.340
30-Sep-40	37,516,295.340	423,277.600	969,466.730	1,392,744.330	36,546,828.610
31-Dec-40	36,546,828.610	412,339.590	1,230,147.440	1,642,487.030	35,316,681.170
31-Mar-41	35,316,681.170	398,460.460	1,116,606.200	1,515,066.660	34,200,074.970
30-Jun-41	34,200,074.970	385,862.350	1,132,484.840	1,518,347.190	33,067,590.130
30-Sep-41	33,067,590.130	373,085.090	1,041,724.900	1,414,809.990	32,025,865.230

Loan Payment Date	Opening Balance	Interest Payments	Principal Payment	Total Debt Service	Ending Balance
31-Dec-41	32,025,865.230	361,331.820	1,262,380.860	1,623,712.680	30,763,484.370
31-Mar-42	30,763,484.370	347,089.010	1,169,610.340	1,516,699.350	29,593,874.030
30-Jun-42	29,593,874.030	333,892.880	1,186,752.140	1,520,645.020	28,407,121.890
30-Sep-42	28,407,121.890	320,503.350	1,080,451.890	1,400,955.240	27,326,670.000
31-Dec-42	27,326,670.000	308,313.150	1,335,891.540	1,644,204.690	25,990,778.460
31-Mar-43	25,990,778.460	293,240.960	1,078,264.490	1,371,505.450	24,912,513.970
30-Jun-43	24,912,513.970	281,075.440	1,089,747.550	1,370,822.990	23,822,766.420
30-Sep-43	23,822,766.420	268,780.360	1,012,043.700	1,280,824.060	22,810,722.720
31-Dec-43	22,810,722.720	257,361.980	1,218,151.790	1,475,513.770	21,592,570.930
31-Mar-44	21,592,570.930	243,618.180	1,130,180.150	1,373,798.330	20,462,390.780
30-Jun-44	20,462,390.780	230,866.920	1,145,567.690	1,376,434.610	19,316,823.090
30-Sep-44	19,316,823.090	217,942.060	1,044,700.340	1,262,642.400	18,272,122.750
31-Dec-44	18,272,122.750	206,155.220	1,284,324.070	1,490,479.290	16,987,798.680
31-Mar-45	16,987,798.680	191,664.840	1,182,230.630	1,373,895.470	15,805,568.050
30-Jun-45	15,805,568.050	178,326.320	1,138,860.410	1,317,186.730	14,666,707.640
30-Sep-45	14,666,707.640	165,477.130	1,053,221.710	1,218,698.840	13,613,485.930
31-Dec-45	13,613,485.930	153,594.150	1,262,001.610	1,415,595.760	12,351,484.320
31-Mar-46	12,351,484.320	139,355.620	1,175,184.050	1,314,539.670	11,176,300.270
30-Jun-46	11,176,300.270	126,096.610	1,186,169.060	1,312,265.670	9,990,131.210
30-Sep-46	9,990,131.210	112,713.660	1,078,002.190	1,190,715.850	8,912,129.020
31-Dec-46	8,912,129.020	100,551.100	1,342,978.830	1,443,529.930	7,569,150.190
31-Mar-47	7,569,150.190	85,398.940	1,226,847.410	1,312,246.350	6,342,302.780
30-Jun-47	6,342,302.780	71,557.030	1,242,486.540	1,314,043.570	5,099,816.240
30-Sep-47	5,099,816.240	57,538.680	1,160,714.150	1,218,252.830	3,939,102.090
31-Dec-47	3,939,102.090	44,442.920	1,361,895.980	1,406,338.900	2,577,206.110
31-Mar-48	2,577,206.110	29,077.330	1,280,436.300	1,309,513.630	1,296,769.810
30-Jun-48	1,296,769.810	14,630.800	1,296,769.770	1,311,400.570	0.040

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## **Civic Vehicles and Equipment Fund Transfer Request Amendment to Bylaw No. 6774, The Capital Reserve Bylaw**

### **Recommendation**

That City Council consider Bylaw No. 9333.

### **Topic and Purpose**

The purpose of this report is to provide City Council with Bylaw No. 9333 which implements the decision of City Council to allow for a transfer of funds from the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve to the Civic Vehicles and Equipment Replacement Reserve.

### **Report**

At its meeting on September 28, 2015, City Council instructed this Office to bring forward the necessary amendment to *The Capital Reserve Bylaw* to permit the transfer of funds between two reserves for the acquisition of necessary landfill equipment.

This amendment will ensure that *The Capital Reserve Bylaw* permits such transfer, subject to City Council approval.

In accordance with Council's instructions, this Office has prepared Bylaw No. 9333, *The Capital Reserve Amendment Bylaw, 2015*.

### **Attachment**

1. Proposed Bylaw No. 9333, *The Capital Reserve Amendment Bylaw, 2015*.

### **Report Approval**

Written by: Blair Bleakney, Director of Corporate Law

Approved by: Patricia Warwick, City Solicitor

Admin Report - The Capital Reserve Bylaw  
197-3577-bpb-1.docx



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## Implementation of a New Fire Fighters' Pension Plan and Consequential Amendments to the Existing Plan

### Recommendation

1. That City Council consider Bylaw No. 9330, *The City of Saskatoon Fire and Protective Services Department Superannuation Plan Amendment Bylaw, 2015*;
2. That City Council approve the amendments to the Trust Agreement for The Saskatoon Fire and Protective Services Department Superannuation Plan as outlined in this Report, and authorize His Worship the Mayor and the City Clerk to execute the amended Trust Agreement; and
3. That City Council approve The Saskatoon Fire Fighters' Pension Plan Trust Agreement and attached Appendix "A" – The Saskatoon Fire Fighters' Pension Plan, and authorize His Worship the Mayor and the City Clerk to execute the Agreement.

### Topic and Purpose

The purpose of this Report is to recommend:

- (a) that City Council adopt a new target benefit pension plan for members of The City of Saskatoon Fire Department for service on and after January 1, 2016; and
- (b) that amendments be made to the existing Superannuation Plan to close it to new members effective December 31, 2015, cease member contributions after that date and to cease payment of benefits out of the Plan with respect to employment after December 31, 2015.

### Report Highlights

1. This Report describes the essential provisions of the new Saskatoon Fire Fighters' Pension Plan.
2. This Report describes the amendments to the existing Superannuation Plan and Trust Agreement which will be consequential upon adoption of the new Pension Plan.

### Strategic Goal

The recommendations in this Report support the Strategic Goal of Asset and Financial Sustainability. The Saskatoon Fire Fighters' Pension Plan will provide retirement benefits to members of the Saskatoon Fire Department while limiting the City's future

## **Implementation of a New Fire Fighters' Pension Plan and Consequential Amendments to the Existing Plan**

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financial responsibility to a maximum contribution rate. The City will take financial responsibility for the Saskatoon Fire and Protective Services Department Superannuation Plan. However, that Plan will be closed to new membership effective December 31, 2015.

### **Background**

On December 18, 2013, the City and The International Association of Fire Fighters', Local No. 80 (the "Union") signed a Memorandum of Agreement agreeing to review the long-term sustainability of the existing City of Saskatoon Fire and Protective Services Department Superannuation Plan (the "Existing Plan"). The Memorandum specified that the new pension structure would be supported by fixed rate contributions of 9% of pay from the City.

Starting in February of 2015, the Saskatoon Fire Pensions Working Group, which contained both City and Union representatives, was set up to develop a new pension structure for City fire fighters. Throughout 2015, the Group worked on the changes to the pension arrangements in respect of fire fighters for the City which are summarized in this Report.

### **Report**

By Memoranda of Agreement dated March 25, 2015 and November 16, 2015, the City and the Union agreed to freeze the Existing Plan as of December 31, 2015 and establish the Saskatoon Fire Fighters' Pension Plan (the "New Plan") as of January 1, 2016.

### *Existing Plan*

The amendments to the Existing Plan are provided for in Bylaw No. 9330, *The City of Saskatoon Fire and Protective Services Superannuation Plan Amendment Bylaw, 2015*. These amendments will:

- close the Existing Plan to new members;
- cease to provide benefits from the Existing Plan in respect of employment with the City after December 31, 2015;
- cease member contributions to the Existing Plan after December 31, 2015;
- continue to recognize post-December 31, 2015 earnings and service with the City but only for the purpose of calculating a member's earnings and determining a member's eligibility for early retirement;
- change the cost sharing arrangement to reflect the City assuming full responsibility for the funding requirements for the Existing Plan after December 31, 2015; and
- together with amendments to the Trust Agreement, change the structure of the Existing Plan Board of Trustees such that the City assumes ultimate responsibility for, and control of, the Existing Plan, including its governance and the investment of its assets.

## Implementation of a New Fire Fighters' Pension Plan and Consequential Amendments to the Existing Plan

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Particulars of the amendments to the Trust Agreement of the Existing Plan are shown on Attachment 2.

### *New Plan*

The Saskatoon Fire Fighters' Pension Plan Trust Agreement and The Saskatoon Fire Fighters' Pension Plan set out the governance and benefit provisions of the New Plan. The New Plan is a target benefit plan effective January 1, 2016 which will:

- move all current active and disabled members of the Existing Plan to the New Plan on January 1, 2016;
- provide that all new Fire Department employees hired on or after January 1, 2016 will join the New Plan;
- establish a trust fund known as the Saskatoon Fire Fighters' Pension Fund for the purpose of providing pension benefits to members of the New Plan;
- provide for contribution rates of 9% of pensionable earnings for members and 9% for the City;
- provide that, if the New Plan develops a funding deficit, the City will increase its contributions to 9.5% of the members' pensionable earnings but will have no further responsibility beyond the maximum 9.5% contribution rate;
- provide that if the New Plan develops or continues a funding deficit after the City has reached its maximum contribution rate, benefits under the Plan will be reduced according to provisions set out in the New Plan and the Trust Agreement (to be restored in reverse order when funding allows);
- recognize service provided under the Existing Plan for the purposes of determining a member's eligibility for retirement under the New Plan;
- together with the Trust Agreement, implement a governance structure for the New Plan such that the Union assumes ultimate responsibility for, and control of, the New Plan, including its governance and the investment of its assets;
- through the Trust Agreement, grant to the Trustees the authority to amend the New Plan text, provided that no amendment can be made which is contrary to the provisions of the Trust Agreement;
- the Trustees may not amend provisions as to who may be a member, the definition of pensionable earnings and the City's required contributions (these could only be amended by amending the Trust Agreement itself which would have to be approved by City Council); and
- introduce an annual affordability test to be used by the Trustees for the implementation of mandatory benefit reductions, reinstatements and enhancements based upon the provisions of the Trust Agreement.

The New Plan is to be implemented by a resolution of City Council rather than a bylaw. The reason for this is that, as set out above, the Trustees have the authority under the Trust Agreement to amend the New Plan provisions (with the important exceptions as to membership and contribution rates). Implementation of the New Plan by bylaw may

## **Implementation of a New Fire Fighters' Pension Plan and Consequential Amendments to the Existing Plan**

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lead to the implication that Plan amendments could only be made by bylaw which is not the case. It should be noted, however, that any change in the provisions of the New Plan as to membership or contribution rates could only be made by amending the Trust Agreement. The Trust Agreement can only be amended by agreement of the participating parties. Accordingly, City Council would have to agree to any such amendment.

### *Receipt of Benefits on Retirement*

Fire Fighters who retire after January 1, 2016 will receive retirement benefits for all service up to December 31, 2015 under the Existing Plan and benefits under the New Plan for service from January 1, 2016 to the date of their retirement.

### *Impact on the City*

As a result of the implementation of the New Plan and changes to the Existing Plan, the City will assume payment of the full deficit in the Existing Plan and will take on all risks associated with the Existing Plan, but also assumes control of the governance and investments of the Existing Plan which will be closed to new membership.

In respect of the New Plan, the City's liability is limited to 9% of members' pensionable earnings. However, if the New Plan develops a funding deficit, the City will increase contributions to 9.5% of members' pensionable earnings, but will have no further responsibility beyond this maximum 9.5% contribution rate. In addition, the employee representatives will have ultimate control and responsibility for the governance and investments of the New Plan as the members are ultimately taking on the risks associated with the New Plan (through changes in benefit levels). The City's liability will not exceed the maximum 9.5% contribution rate.

### **Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

### **Attachments**

1. Bylaw, No. 9330, *The City of Saskatoon Fire and Protective Services Department Superannuation Plan Amendment Bylaw, 2015.*
2. Proposed Amendments to Trust Agreement for The City of Saskatoon Fire and Protective Services Department Superannuation Plan.
3. The Saskatoon Fire Fighters' Pension Plan Trust Agreement and attached as Appendix "A" to the Trust Agreement – The Saskatoon Fire Fighters' Pension Plan.

### **Report Approval**

Written by: Jack Manning, Solicitor  
Approved by: Patricia Warwick, City Solicitor

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159-0050-jrm-1.docx

**BYLAW NO. 9330****The City of Saskatoon Fire and Protective Services Department  
Superannuation Plan Amendment Bylaw, 2015**

The Council of The City of Saskatoon enacts as follows:

**Short Title**

1. This Bylaw may be cited as *The City of Saskatoon Fire and Protective Services Department Superannuation Plan Amendment Bylaw, 2015*.

**Purpose**

2. The purpose of this Bylaw is to amend *The City of Saskatoon Fire and Protective Services Department Superannuation Plan* (the "Plan") in order to:
  - (a) close the Plan to new members;
  - (b) cease member contributions in respect of pensionable service after December 31, 2015;
  - (c) change the cost sharing arrangement to reflect the City assuming full responsibility of the funding requirements for the Plan after December 31, 2015;
  - (d) freeze pensionable service prior to January 1, 2016; and
  - (e) provide for certain housekeeping changes.

**Bylaw No. 8225 Amended**

3. *The City of Saskatoon Fire and Protective Services Department Superannuation Plan*, being Schedule "A" to Bylaw No. 8225 and forming part of that Bylaw, is amended in the manner set forth in this Bylaw.

**Subsection 1.01(1) Amended**

4. Subsection 1.01(1) is amended by adding "in respect of their employment with the City prior to 2016" after "Effective Date".

### Section 1.04 Amended

5. Section 1.04 is amended by adding the following after Subsection (16):

“(17) By Memoranda of Agreement dated March 25, 2015 and November 16, 2015, the City and the Union agreed to freeze the Plan as of December 31, 2015, and establish the Saskatoon Fire Fighters’ Pension Plan as of January 1, 2016. More specifically as it relates to the Plan, the City and the Union agreed to:

- (a) continue to recognize post-December 31, 2015 earnings and service with the City under the Plan, but solely for the purposes of calculating a Member’s Earnings and determining a Member’s eligibility for early retirement;
- (b) cease to provide benefits in respect of employment with the City after December 31, 2015;
- (c) change the eligibility provisions within Section 3 to no longer allow new members to join the Plan after December 31, 2015;
- (d) cease Member contributions in respect of employment with the City after December 31, 2015;
- (e) change the cost sharing arrangement within Section 4 to reflect the City assuming full responsibility of the funding requirements for the Plan after December 31, 2015; and
- (f) change the governance structure of the Board such that the City assumes ultimate responsibility for and control of the Plan, including its governance and the investment of its assets.

The Plan was amended by Bylaw No. 9330 to reflect the changes as outlined above.”.

### Section 2.01 Amended

6. Section 2.01 is repealed and replaced with the following:

“**Active Member**” means a Member of the Plan who, for periods of Continuous Service prior to January 1, 2016, made the required contributions to the Plan. For periods after December 31, 2015, an Active Member is a person who was an Active Member of the Plan on December 31, 2015 and is an active member of the Saskatoon Fire Fighters’ Pension Plan.”.

**Section 2.07 Amended**

7. Section 2.07 is amended by striking out “as determined in accordance with Section 12.02” and substituting “established under the Trust Agreement”.

**Section 2.13 Amended**

8. Section 2.13 is amended by adding “For greater clarity, Continuous Service shall include uninterrupted active service rendered on a regular, permanent basis by a Member to the City after 2015 while the Member is a member of the Saskatoon Fire Fighters’ Pension Plan.” after “whichever first occurs.”.

**Section 2.14 Amended**

9. Section 2.14 is amended by adding “prior to 2016” after “means all service” and by adding “prior to 2016” after “any period of time” and by adding “For greater clarity, Contributory Service shall cease to accrue after December 31, 2015.” to the end of the Section.

**Section 2.19 Amended**

10. Section 2.19 is amended by striking out “, where contributions are being credited to the Plan on behalf of the Member,” in the last paragraph.

**Section 2.23 Amended**

11. Section 2.23 is amended by adding “For the purposes of this sub-paragraph only, Contributory Service shall include contributory service while an active member of the Saskatoon Fire Fighters’ Pension Plan.” at the end of the last paragraph.

**New Section 2.41**

12. The following is added after Section 2.40 and the subsequent Sections are renumbered accordingly:

**“2.41 “Retirement Service”** means, in respect of a Member, the sum of:

- (1) the Member’s Pensionable Service prior to January 1, 2016; and

- (2) the Member's period of service as a member of the Saskatoon Fire Fighters' Pension Plan after December 31, 2015 while making contributions to that plan, including any period of continuous service while a member of that plan during which such member received benefits under the Long-Term Disability Plan or The Workers' Compensation Act."

#### **Renumbered Section 2.43 Amended**

13. Renumbered Section 2.43 is amended by striking out "In regard to a Retired Member, a spouse is the person who was the Member's spouse at the date of retirement."

#### **Renumbered Section 2.45 Amended**

14. Renumbered Section 2.45 is repealed and replaced with the following:

**"2.45 "Trust Agreement"** means a written agreement entered into by the Board, the City and the Union establishing a trust to hold the Fund."

#### **Section 3.03 Amended**

15. Section 3.03 is amended by adding the following new Subsection 3.03(2):

**"(2)** If the employment of a Member is terminated and that person is thereafter re-employed prior to 2016, the Member will for all purposes of the Plan be considered to have first commenced employment with the City on the date of the Member's re-employment. A Member re-employed after December 31, 2015 shall not be eligible to re-join the Plan but shall instead become a member of the Saskatoon Fire Fighters' Pension Plan in accordance with its terms."

#### **New Section 3.04**

16. The following Section is added after Section 3.03:

##### **"3.04 Plan Closed**

- (1) Notwithstanding anything in this Section 3, individuals who first commence employment with the City after December 31, 2015 shall not be eligible to join the Plan, shall not become a Member of the Plan and shall not be entitled to benefits from the Plan.

Individuals who commence employment with the City after December 31, 2015 who are Members on account of being entitled to a pension or deferred pension in respect of a period of employment with the City prior to January 1, 2016 shall remain entitled to such pension or deferred pension in accordance with the terms of this Plan.”.

#### **Subsection 4.01(1) Amended**

17. Subsection 4.01(1) is amended by repealing Clauses 4.01(1)(e) and (f) and replacing them with the following:

- “(e) from January 1, 2010 to December 31, 2015:
  - (i) 7.7% of monthly Earnings; and
  - (ii) 50% of all other amounts as are determined necessary by the Actuary to maintain the Fund at a level to meet the minimum funding requirements prescribed by Applicable Legislation;
- (f) on or after January 1, 2016 contributions by the Member shall be nil; and
- (g) Contributions by the Member shall be deposited monthly in the Fund and shall be credited to the Member’s Required Account and accumulated with Credited Interest.”.

#### **Section 4.02 Amended**

18. Section 4.02 is amended:

- (a) by striking out “The” and substituting “For periods prior to January 1, 2016, the” in the first sentence of Subsection (1); and
- (b) by adding the following new Subsection (2), with appropriate renumbering of the remaining Subsection:
  - “(2) For periods on and after January 1, 2016, the City shall contribute to the Fund 100% of all amounts as are determined necessary by the Actuary to maintain the Fund at a level to meet the minimum funding requirements prescribed by Applicable Legislation.”.

**Section 4.03 Amended**

19. Section 4.03 is amended:
- (a) by adding “for periods prior to 2016” after “If the required contributions” in Subsection (1); and
  - (b) by striking out “In the event that” and substituting “If” in the first sentence and adding “, for a period prior to 2016,” after “discloses that” in Subsection (2).

**Section 4.04 Amended**

20. Section 4.04 is amended:
- (a) by adding “periods prior to January 1, 2016 and for” before “the purposes of this Section,” in Subsection (1);
  - (b) by striking out “The” and substituting “For periods prior to January 1, 2016, the” in the first sentence of Subsection (3); and
  - (c) by adding “and for periods prior to January 1, 2016” after “in this Section” in the first sentence of Subsection (5).

**Section 5.01 Amended**

21. Section 5.01 is amended:
- (a) by adding “prior to January 1, 2016” after “Contributory Service” in Clause (1)(a);
  - (b) by adding “prior to January 1, 2016” after “Contributory Service” in Clause (1)(b); and
  - (c) by adding “prior to January 1, 2016” after “Contributory Service” in Subsection (2).

**Section 5.07 Amended**

22. Section 5.07 is amended:
- (a) by striking out “lesser” and substituting “least” in Subsection (1); and

- (b) by striking out “Contributory” wherever it appears and substituting “Retirement” in Clause (2)(d).

**Subsection 10.01(1) Amended**

- 23. Subsection 10.01(1) is amended by adding “prior to January 1, 2016” after “City”.

**Section 10.03 Amended**

- 24. Section 10.03 is amended:
  - (a) by adding “prior to January 1, 2016” after “leave of absence” in paragraph (1)(a)(i);
  - (b) by adding “prior to January 1, 2016” after “with respect to such leave of absence” in clause (1)(b);
  - (c) by adding “prior to January 1, 2016” after “a temporary period of employment” in paragraph (2)(a)(i)(A); and
  - (d) by adding “prior to January 1, 2016” after “a temporary period of employment” in paragraph (2)(b)(i)(A).

**New Subsection 10.04(2)**

- 25. Section 10.04 is amended by adding the following as a new Subsection 10.04(2):
  - “(2) For greater certainty, and notwithstanding anything else contained within this Section 10, no periods of service after December 31, 2015 may be purchased under the Plan.”.

**Section 12.02 Amended**

- 26. Section 12.02 is amended:
  - (a) by striking out “of Trustees” in the title;
  - (b) by repealing Subsection (1) and replacing it with the following:
    - “(1) The purpose of the Board is to act as Administrator of the Plan and to hold the pension Fund in trust.”; and

- (c) by repealing Subsections (2), (3), (5), (6), (7) and (8) and renumbering Subsection (4) as Subsection 12.02(2).

### **Section 13.02 Repealed**

- 27. Section 13.02 is repealed.

### **Section 13.03 Amended**

- 28. Section 13.03 is amended:

- (a) by striking out “For” and substituting “With respect to periods prior to January 1, 2016, for” in Subsection (2);
- (b) by adding “, with respect to periods prior to January 1, 2016” after “For greater certainty” in Subsection (3); and
- (c) by adding the following new Subsection 13.03(4):
  - “(4) With respect to periods on and after January 1, 2016, for the purposes of Section 4.02(2), the Actuary shall certify in respect of each Plan year the amount required to be contributed to the Fund by the City in order to satisfy the minimum funding requirements of Applicable Legislation.”.

### **Section 13.04 Amended**

- 29. Section 13.04 is amended:

- (a) by repealing Subsection (1) and replacing it with the following:
  - “(1) Any Surplus of the Plan shall first accumulate as a reserve for contingencies. The amount of the reserve shall be equal to the lesser of the Surplus itself and twenty five percent (25%) of the Plan’s liabilities, determined on a going-concern basis and including applicable margins for adverse deviation as approved by the Board.

Once the reserve for contingencies has been provided for, any additional Surplus accruing under the Plan shall be allocated equally between the City and the Members and their beneficiaries. Amounts allocated to the City shall be distributed as specified by the City. Amounts allocated to the Members and their beneficiaries shall be distributed as specified by the Union.”; and

(b) by adding the following new Subsection 13.04(2):

“(2) In no circumstances shall the amount of Surplus held as a reserve for contingencies pursuant to Subsection 13.04(1) be in excess of the amount permitted by the Income Tax Act.”.

### **Section 14.01 Amended**

30. Section 14.01 is amended:

(a) by striking out “a permanent Plan” in Subsection (2);

(b) by repealing Subsection (3); and

(c) by adding the following new Clauses (4)(c) and (d):

“(c) No amendment shall be made until a report from the Actuary has been obtained.

(d) No amendment shall be made after December 31, 2015 which reopens the Plan’s membership or otherwise allows anyone to accrue benefits under it in respect of employment after December 31, 2015.”.

### **Section 14.02 Amended**

31. Section 14.02 is amended:

(a) by repealing Subsection (1) and replacing it with the following:

“(1) So long as any Members are employed by the City, the Plan may only be terminated by written agreement to that effect between the City and the Union. Once all Members cease to be employed by the City, the Plan may be terminated by written notice to that effect from the City to the Union and the Board. In the event of the termination of the Plan:

(a) if the Fund is insufficient to fully fund the remaining benefits payable under the Plan, the City shall contribute to the Fund such amount as is necessary to fully fund such remaining benefits;

(b) the assets of the Fund shall be determined, allocated and distributed by the Board, assisted by the Actuary, but in accordance with the Applicable Legislation to provide the benefits in accordance with the Plan; and

- (c) any assets remaining in the Fund after all benefits payable under the Plan have been fully provided for shall be allocated equally between the City and the Members and their beneficiaries. Amounts allocated to the City shall be distributed as specified by the City. Amounts allocated to the Members and their beneficiaries shall be distributed as specified by the Union. If there are no Members or their beneficiaries remaining in the Plan, the amounts which would have been allocated to such Members and their beneficiaries shall be transferred, in accordance with Applicable Legislation, to the Saskatoon Fire Fighters' Pension Plan for the benefit of members of that plan. If such a transfer is not permitted by Applicable Legislation, the amounts which would have been allocated to the Members and their beneficiaries shall be distributed to members of the Saskatoon Fire Fighters' Pension Plan as specified by the Union.”; and
- (b) by repealing Subsections (2), (3), (5) and (6) and renumbering Subsection 14.02(4) as Subsection 14.02(2).

### **Section 15.10 Amended**

32. Section 15.10 is amended:

- (a) by striking out “tests for solvency” and substituting “funding tests” in Subsection (3); and
- (b) by striking out “either upon wind-up of the Plan when, due to insufficient funds, a reduction in benefits is authorized by the Applicable Legislation, or” in Subsection (6).

### **New Section 15.11**

33. The following Section is added after Section 15.10:

#### **“15.11 Cost of Administration**

- (1) The Plan is chargeable with the fees of the custodian and of any investment manager, with any expenses reasonably and properly incurred by the custodian and any investment manager in respect of the Plan and the Plan is chargeable with any expenses reasonably and properly incurred by the Administrator in the administration, operation or management of the Plan and the Fund. For greater clarity, such expenses shall include any cost of services provided to the Plan by the City.”.

### **Appendix “A” – Portability Agreement Amended**

34. Appendix “A” – Portability Agreement is amended:
- (a) by adding “for a period prior to January 1, 2016” after “previous employer” in the second paragraph following “OF THE SECOND PART”;
  - (b) by adding “prior to January 1, 2016” after “period of service” in Subsection 1(b);
  - (c) by striking out “joining” and substituting “being an Active Member of” in Subsection 2(b);
  - (d) by striking out “all the period of pensionable service” and substituting “a period of pensionable service prior to 2016” in the first sentence of Subsection 3;
  - (e) by adding “prior to 2016” after “Exporting Plan” in Subsection 4(a);
  - (f) by adding “prior to 2016” after “pensionable employment” in Subsection 5;
  - (g) by adding “prior to 2016” after “pensionable employment” in Subsection 7;  
and
  - (h) by adding “prior to 2016” after “pensionable employment” in Subsection 8.

### **Acceptance of Portability Agreement Amended**

35. The Acceptance of Portability Agreement portion of Appendix “A” is amended:
- (a) by adding “prior to 2016” after “employment Service” in Subsection (b);
  - (b) by adding “prior to 2016” after “pensionable employment” in Subsection (c); and
  - (c) by adding “for a period prior to 2016” after “Contributory Service” in Subsection (d).

**Coming into Force**

36. This Bylaw shall come into force on January 1, 2016.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

**Proposed Amendments - Trust Agreement  
The City of Saskatoon and The International Association  
of Fire Fighters', Local No. 80  
effective January 1, 2016**

**Section 3 Amended**

1. Section 3 is amended by replacing "1967" with "1992".

**Section 4 Amended**

2. Section 4 is amended by replacing the current Section 4 with the following:

"The Trustees' responsibilities include, but are not limited to, the following:

- (a) making application for acceptance by regulatory officials of approved Plan amendments;
- (b) ensuring that the Plan is administered in accordance with its terms as registered;
- (c) filing annual information returns with the regulatory authorities under applicable legislation;
- (d) preparing information to report pension adjustments (PAs) and past service pension adjustments (PSPAs); and
- (e) where the Trustees consider it advisable, entering into transfer agreements with other plan administrators to provide for the transfer of service or monies between this Plan and the plans of such other administrators.

The Trustees are authorized and empowered:

- (f) to sell or otherwise dispose of any property held by them;
- (g) to exercise all voting and other rights in respect of any stocks, bonds, properties or other investments held in the Fund;
- (h) to execute all documents of transfer and conveyance that may be necessary or appropriate to carry out the powers herein granted;

- (i) to employ professional advisors, agents and brokers, to rely and act on their advice and information and to pay their reasonable expenses and compensation;
- (j) and, in general, in the carrying out of their responsibilities under the Trust Agreement, to exercise all powers as if the Trustees were the beneficial owner of the Fund;
- (k) to delegate to the agent or other representative of the Trustees all or any of the powers and/or duties hereby authorized and directed to be performed by the Trustees; and
- (l) if not prohibited by applicable legislation, to borrow money against the assets of the Fund, on such terms and conditions as the Trustees may accept, but only if such borrowing is required for the payment of benefits or the purchase of an annuity, and provided that such borrowing is for less than ninety (90) days and is not part of a series of loans and repayments, in order to prevent the distress sale of long-term investments and provided further that the interest charged on such borrowing is reasonable and shall be paid out of the Fund and shall constitute a charge against the Fund.”.

### **Section 8 Amended**

3. Section 8 is amended by adding the following paragraph at the beginning of Section 8:

“The Trustees shall consist of three individual Trustees appointed by the City and three individual Trustees appointed by the Union.”.

### **Section 10 Amended**

4. Section 10 is amended by replacing the current Section 10 with the following:

“Any action by the parties pursuant to any of the provisions of the Agreement shall be consistent with the terms of the Plan and shall be evidenced by a written direction from the parties to the Trustees over the signature of its officers, and the Trustees shall be fully protected in acting in accordance with such resolution.

A quorum for the transaction of business at any Trustee meeting consists of not less than three Trustees, one of whom must be either the Chair or the Vice-Chair, comprised of a minimum of one Union appointed Trustee and a minimum of two City appointed Trustees, in person or participating by means of a telephone conference call.

The Trustees must select a Chair and Vice-Chair from among their number for one year terms. Any person occupying the office of Chair, Vice-Chair or any other office which the Trustees have determined must be assumed by a Trustee ceases to hold such office upon ceasing to be a Trustee in accordance with this Agreement. The respective terms of the Chair and Vice-Chair commence on the date of their election and continue until the earlier of the expiry of their respective terms or their respective successors have been duly elected, subject to such person's death, resignation, or removal as herein provided.

Subject to the following paragraph, at any duly called and constituted Trustee meeting, each Trustee present is entitled to one vote. All decisions to be made by the Trustees must be made by resolution passed by a majority vote of the Trustees present at the meeting.

If the number of City appointed Trustees present at a Trustee meeting is less than the number of Union appointed Trustees, then, if there are two City appointed Trustees present, each City Trustee will be entitled to 1.5 votes.

The Chair and Vice Chair are each entitled to vote on all resolutions, but are not entitled to a second vote in the event of deadlock.

Every Trustee must cast a vote in favour of or against any proposal, motion or resolution properly made at a Trustee meeting, and any purported abstention by a Trustee is deemed to be a vote against the proposal, motion or resolution.

A deadlock is deemed to exist whenever a proposal, motion or resolution made by a Trustee and seconded by another Trustee is neither adopted nor rejected by a majority vote, or where a proposal, motion or resolution is unable to be made at a meeting due to lack of a quorum at two consecutively called meetings.

In the event of a deadlock, a further meeting of the Trustees must be held no later than 14 days after the deadlock has arisen for the purpose of resolving the matter in dispute. If a deadlock on the matter still exists at such meeting, the deadlock will be resolved by in the manner determined by a majority vote of City appointed Trustees present at such meeting.

The Union may invite up to two persons to attend a Trustee meeting as observers of the Trustees' proceedings. The Union may invite an additional observer who is a retired or inactive member of the Plan. The City may invite up to two persons to attend a Trustee meeting as observers of the Trustees' proceedings. Each individual attending such Trustee meeting as an observer must first enter into an agreement satisfactory to the Trustees regarding maintaining confidentiality of the Trustees' proceedings."

**SASKATOON FIRE FIGHTERS' PENSION PLAN**

**TRUST AGREEMENT**

**Effective Date: January 1, 2016**

**Version: November 12, 2015**

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## SASKATOON FIRE FIGHTERS' PENSION PLAN

**THIS TRUST AGREEMENT** dated for reference January 1, 2016 is made

**BETWEEN:** The City of Saskatoon (the “**City**”),

**AND:** The International Association of Fire Fighters, Local 80, (the “**Union**”).

### **WHEREAS:**

- A. The pension plan now known as the City of Saskatoon Fire and Protective Services Department Superannuation Plan (the “**Existing Plan**”) was established effective January 1, 1977.
- B. On June 23, 2003 the City enacted Bylaw No. 8225 which restated in its entirety the terms of the Existing Plan effective January 1, 2003.
- C. Since 2003 the Existing Plan has been variously amended, most recently effective June 18, 2012 by way of Bylaw No. 9033.
- D. Section 14.01 of the Existing Plan’s plan text provides that the City and the Union may by mutual agreement amend the Existing Plan, subject to the restrictions set out in Section 14.
- E. By Memorandum of Agreement dated March 25, 2015 the City and the Union agreed to freeze the Existing Plan as of December 31, 2015, and to establish the Saskatoon Fire Fighters’ Pension Plan (the “**Plan**”) as of January 1, 2016. The Plan is to be governed by a board of trustees with broad powers of administration and investment, and in respect of which the trustees appointed by the Union will hold the balance of power.
- F. By Memorandum of Agreement dated \* and the City and the Union amended their collective bargaining agreement to revise their pension arrangements, including to, among other things, limit the City’s liability in respect of the Plan in the manner set out in this Agreement.
- G. Pursuant to [The Pension Benefits Amendment Regulations, 2015] made ● by Order in Council ●, section ● of the regulations under the Pension Benefits Act, 1992 (the “PBA”) provides that the Plan is a “prescribed plan” for the purposes of s. 40(5) of the PBA.
- H. The Plan qualifies as a pension plan subject to subsections 40(5) and (6) of the PBA in which all of the City’s Fire Department employees can participate.

- I. The parties hereto now wish to implement their agreements and establish a board of trustees to administer the Plan and hold its assets, to set out the powers and duties vested in that board of trustees in respect of the Plan.

**THEREFORE THE PARTIES AGREE** as follows:

## **ARTICLE 1. - INTERPRETATION**

### 1.1 Definitions

The recitals above and the appendices hereto form part of this Agreement. All of the capitalized terms in the Agreement including the recitals and appendices shall, unless the context or subject matter otherwise requires, have the following meanings:

“**Actuary**” means the actuary or firm of actuaries appointed by the Board for the purposes of the Plan who is, or in the case of a firm of actuaries, at least one of the principals of which is, a Fellow of the Canadian Institute of Actuaries.

“**Administrative Agent**” means the person appointed by the Board in accordance with Section 6.3.

“**Agreement**” means this Trust Agreement as it may be amended from time to time in accordance with its terms.

“**Appointing Body**” means, in respect of a Trustee, the entity described in Article 4 as being entitled to appoint or remove that individual as a Trustee.

“**Auditor**” means any person, firm or corporation as may from time to time be appointed by the Board as auditor of the Plan.

“**Best Estimate Assumptions**” means going concern actuarial assumptions adopted by the Board from time to time on the advice of the Actuary that i) may contain reasonable simplifications and approximations, ii) are determined without regard to the results they would produce, iii) are consistent with accepted actuarial practice, and iv) contain no intentional provision for adverse deviations in future experience.

“**Board of Trustees**” or “**Board**” means “The Board of Trustees of the Saskatoon Fire Fighters’ Pension Plan” constituted hereunder, which board consists of the groups of individuals who from time to time are appointed as Trustees in accordance with this Agreement.

“**Business Day**” means a day that is not a Saturday, Sunday or holiday in the Province of Saskatchewan.

“**Chair**” means the Chair of the Board elected pursuant to Section 4.14.

“**City**” means the City of Saskatoon.

“**City Trustees**” means those Trustees appointed by the City in accordance with Section 4.2.

“**Contributions**” means sums of money paid or payable to the Pension Fund by the City or a Member pursuant to the Plan Text.

“**Investment Policy**” means the written statement of investment policies and procedures adopted by the Board pursuant to subsection 5.1(d).

“**ITA**” means the *Income Tax Act*, R.S.C. 1985 c. 1 (5<sup>th</sup> Supplement).

“**Member**” means an employee or former employee of the City who has joined the Plan and is or may become entitled to Pension Benefits.

“**PBA**” means *The Pension Benefits Act, 1992*, S.S. 1992, c. P-6.001.

“**Pension Benefits**” means the pension and other benefits payable under the Plan as specified in the Plan Text.

“**Pension Fund**” means the Saskatoon Fire Fighters’ Pension Fund constituted pursuant to Section 2.2.

“**Pensionable Earnings**” means the portions of the cash compensation paid to the Members in respect of which the Commission and the Members must make contributions to the Pension Fund, as more fully specified in the Plan Text.

“**Plan**” means the Saskatoon Fire Fighters’ Pension Plan, the terms of which are set forth in this Agreement and the Plan Text, as each is amended from time to time.

“**Plan Partners**” means the City and the Union.

“**Plan Text**” means the text which, among other things, specifies the various pension benefits that will be provided through the pension plan constituted by this Agreement, as such text is amended from time to time. A true copy of the initial Plan Text is annexed hereto as Appendix “A”.

“**Superintendent of Pensions**” means the superintendent of pensions appointed under section 3 of the PBA.

“**Trustee**” means an individual signatory to this Agreement who has agreed to act as a trustee of the Pension Fund in accordance with this Agreement and those individuals appointed from time to time as his or her successors under the provisions of this Agreement.

“**Union**” means the Saskatoon Professional Fire Fighters Union, Local 80, International Union of Fire Fighters and any successor to it.

“**Union Trustee**” means a Trustee appointed by the Union in accordance with Section 4.3.

“**Vice-Chair**” means the Vice-Chair of the Board elected pursuant to Section 4.14.

## 1.2 Use of Plural or Gender Specific Terms

In this Agreement and the Plan Text, according to the context:

- (a) gender specific terms include both genders and include a corporation, partnership, society, association or union;
- (b) words in the singular include the plural and words in the plural include the singular; and
- (c) where a word or expression is defined, other parts of speech and grammatical forms of the same word or expression will have corresponding meanings.

## 1.3 Headings

The headings used in this Agreement are for convenience only, and must not be relied upon to interpret, limit or construe the provisions of this Agreement.

## 1.4 Use of Certain Terms

The expressions “herein”, “hereof”, “hereto”, “above”, “below” and similar expressions used in any Article, Section, subsection or paragraph of this Agreement refer and relate to the whole of this Agreement and not to that Article, Section, subsection or paragraph only, unless otherwise expressly provided.

## 1.5 Statutory References

In this Agreement and the Plan Text, any reference to a statute includes and is deemed to be a reference to such statute and to the regulations made pursuant thereto and any final judicial decisions interpreting the same, with all amendments made thereto and in force from time to time, and to any statute or regulation that may be passed that has the effect of supplementing or superseding the statute so referred to or the regulations made pursuant thereto.

## 1.6 Successors to Union

- (a) If a trade union is, by reason of a merger, amalgamation or transfer of jurisdiction, the legal successor of the Union, that trade union assumes all of the powers, duties and responsibilities of the Union hereunder.
- (b) If a trade union that is not the Union becomes a certified bargaining agent of any Members in place of the Union, and the Union continues to be the certified bargaining agent of other Members, the Union’s powers, duties and responsibilities hereunder will be allocated between the Union and the other trade union in such manner as they agree. Provided the agreed upon allocation is lawful, and in accordance with this Agreement, the PBA, the ITA and any other applicable legislation, the City and the Union must amend this Agreement to reflect such agreement.

### 1.7 Conflict Between Plan Text and Agreement

In the event of any conflict between the terms of this Agreement and the provisions of the Plan Text, the terms of this Agreement prevail and govern.

## **ARTICLE 2. - ESTABLISHMENT OF PLAN AND PENSION FUND**

### 2.1 Establishment of Plan

Effective January 1, 2016, a pension plan known as the “Saskatoon Fire Fighters’ Pension Plan” is hereby established for the primary purpose of providing employees of the City’s Fire and Protective Services Department with lifetime incomes after retirement in respect of their services as employees of the City.

### 2.2 Establishment of Pension Fund

Effective January 1, 2016, a trust fund known as the “Saskatoon Fire Fighters’ Pension Fund” is hereby established for the purpose of providing Pension Benefits to Members. The trust fund consists of all Contributions and other payments received from time to time by the Board, together with all increments, earnings and profits associated with the administration of the trust fund less all authorized payments therefrom.

### 2.3 Status of the Plan under PBA

The Plan is constituted in accordance with subsections 40(5) and (6) of the PBA. Without limitation, the City’s sole financial obligation in respect of the Plan is to make contributions to the Pension Fund equal to 9.0% of the Pensionable Earnings, or 9.5% of Pensionable Earnings in certain circumstances as per subsection 9.1(a), of active Members on and after January 1, 2016 as specified in the Plan Text. The Members must make contributions to the Pension Fund in the amounts specified in the Plan Text.

### 2.4 Registration of Plan with Regulatory Authorities

Upon the adoption of this Agreement and the Plan Text, the Board must apply to register the Plan as a “registered pension plan” under the PBA and the ITA. If registration under either statute is not obtained or maintained, the Plan and the trusts created under this Agreement must be terminated in accordance with Article 16 as of the effective date of such refusal or cancellation of registration, provided that if the Board is contesting in good faith the refusal or cancellation of such registration, such termination of the trusts created under this Agreement will be suspended until all appeals from such refusal or cancellation are exhausted.

### 2.5 Pension Fund Held in Trust for Members

The Board holds the Pension Fund in trust for the exclusive benefit of the Members and their beneficiaries and must deal with it in accordance with this Agreement. All assets of the Pension Fund are available to pay Pension Benefits for Members. However, nothing in this Agreement precludes the Board, with the prior consent of the Plan Partners, from purchasing annuities with funds from the Pension Fund to discharge (in whole or in part) obligations to pay Pension Benefits otherwise payable from the Pension Fund.

## 2.6 Interests in Pension Fund

None of the Trustees, the City, the Union, the Members, the Members' beneficiaries or any other person, association, firm or corporation has any right, title or interest in or to the assets of the Pension Fund, except as specifically provided by this Agreement, the Plan Text, the PBA or other applicable law. However, nothing in this Agreement prevents a Contribution which was made by mistake, together with any income earned thereon, from being returned by the Board to the maker of such Contribution or from being credited by the Board against other obligations of the maker of such Contribution to the Pension Fund.

## **ARTICLE 3.- DUTIES AND POWERS OF THE PLAN PARTNERS**

### 3.1 Duties

The Plan Partners must:

- (a) receive the Board's annual report pursuant to subsection 5.1(h);
- (b) determine in accordance with subsection 9.1(f) the manner in which to reduce Pension Benefits if the Board must or may reduce past service Pension Benefits pursuant to Section 9.1;
- (c) determine in accordance with subsection 10.1(a) the manner in which to reinstate any reductions in past service Pension Benefits if the Board must or may reinstate prior reductions in benefits pursuant to Section 10.1;
- (d) determine in accordance with Section 11.1 the manner in which to increase past and/or future service Pension Benefits for active and retired Members if the Board must or may enhance such benefits pursuant to Section 11.1;
- (e) determine in accordance with Section 11.2 what changes must be made to the Plan to address any surplus if such a surplus exists after fully implementing the measures in Section 11.1;
- (f) determine in accordance with subsection 16.2(c) the manner in which to increase Pension Benefits payable to the Members if there is an excess of assets upon the Plan's termination; and
- (g) determine in accordance with subsection 16.2(d) the manner in which to decrease Pension Benefits payable to the Members if there is a shortfall of assets upon the Plan's termination.

### 3.2 Powers

The Plan Partners may:

- (a) in accordance with Section 2.5, consent to the purchase of annuities with funds from the Pension Fund;
- (b) in accordance with Section 12.2, give written approval to the Board to vary, add to, or alter the order, timing or substance of the measures described in Article 9, Article 10 and Article 11;
- (c) in accordance with Section 13.1, amend this Agreement by subsequent written agreement;
- (d) in accordance with Section 13.2, give written approval to the Board in respect of the merger, consolidation or division of the Plan or the Pension Fund, or any part thereof; and
- (e) in accordance with Section 16.1, terminate the Plan and the trusts created under this Agreement.

### 3.3 No Fiduciary Responsibility

In discharging any of its duties or exercising any of its powers under this Agreement, a Plan Partner owes no fiduciary or other legal responsibility to the Members, and may take into account its financial and other interests, and any other factor it considers appropriate, including factors unrelated to the Plan or the Pension Fund. Without limitation, in determining any changes to the Pension Benefits payable to Members, or agreeing to exercise its power under Section 12.2, the Plan Partners are not subject to any fiduciary or other duty to the Members, including the fiduciary duty of impartiality, and may treat different classes of Members differently as the Plan Partners in their sole and unfettered discretion consider appropriate.

### 3.4 Decision Making by Plan Partners

- (a) If in this Agreement the Plan Partners are given any power or duty they must exercise that power or duty by mutual agreement.
- (b) The Plan Partners are under no obligation to exercise any of the powers described in Section 3.2. If the Plan Partners cannot agree on how to exercise such a power, the power will not be exercised. The dispute resolution mechanism in subsection (c) does not apply when the Plan Partners disagree on whether to exercise a power.
- (c) The Plan Partners are under an obligation to make the determinations described in subsections 3.1(b) through (g), and if they cannot agree on how to make such determinations, either Plan Partner may by written notice to the other require the naming on an independent third party for the purpose of conclusively determining how to discharge the duty in dispute. If the Plan Partners cannot agree on who will serve as the independent third party to resolve such dispute, either Plan Partner may apply to any

Justice of the Saskatchewan Court of Queen's Bench to appoint a person to act as an independent third party.

- (d) Any independent third party appointed pursuant to subsection (c) owes no fiduciary or other legal duty or responsibility to the Members, and in deciding how to determine the matter in dispute the independent third party may take into account any factor he or she considers appropriate, including factors unrelated to the Plan or the Pension Fund. The independent third party must attend a meeting with the Plan Partners at which he or she will review all relevant documentation and receive submissions from the Plan Partners with respect to the matter in dispute. Within seven days of such meeting, the independent third party must issue a decision resolving the matter in dispute, and which directs how the duty in dispute will be discharged. The decision of the independent third party is final and binding on the Plan Partners, the City, the Union, the Members and their beneficiaries. Upon resolving the matter in dispute, the function of the independent third party is completed. For greater certainty, the independent third party cannot change the Agreement, and any decision issued by the independent third party must be consistent with the terms of this Agreement.
- (e) The reasonable expenses of the independent third party must be paid out of the Pension Fund.

#### **ARTICLE 4.- BOARD OF TRUSTEES**

##### 4.1 Six Trustees

Except as otherwise described herein, the Board of Trustees consists of six Trustees, which Board of Trustees will be comprised of three City Trustees and three Union Trustees. Only individuals who are Canadian residents are eligible to be appointed as Trustees.

##### 4.2 City Trustees

Except as otherwise described herein, the three City Trustees are appointed by the City, with one Trustee appointed for an initial term of one year, one Trustee appointed for an initial term of two years, and one Trustee appointed for an initial term of three years. The City may appoint Trustees who are not employees of the City. Despite Section 4.14, the City may compensate non-employee City Trustees as the City deems appropriate.

##### 4.3 Union Trustees

Except as otherwise described herein, the three Union Trustees are appointed by the Union, with one Trustee appointed for an initial term of one year, one Trustee appointed for an initial term of two years, and one Trustee appointed for an initial term of three years. Prior to 2021, all Union Trustees must be active Members when appointed. After 2020, one of the Union Trustees may be a retired or inactive Member when appointed, and two of the Union Trustees must be active Members when appointed.

#### 4.4 Three Year Term

Trustees serve for terms ending on December 31<sup>st</sup>. The initial one, two and three year terms described in Sections 4.2 and 4.3 are for the periods ending December 31<sup>st</sup>, 2016, December 31<sup>st</sup>, 2017 and December 31<sup>st</sup>, 2018, respectively. Upon the expiration of the respective initial terms of the Trustees as set forth above, the respective subsequent terms of all of the Trustees will be three years. A person appointed as a Trustee serves until the expiration of his or her initial term or any subsequent term, subject to such person's death, resignation or removal as hereinafter provided. On the expiration of any such term a Trustee ceases to be a Trustee unless reappointed in accordance with this Agreement. An individual may be re-appointed as a Trustee for an unlimited number of terms. If an individual is appointed Trustee pursuant to Section 4.7, his or her initial term will be for the balance of what would have been the remainder of the term of the Trustee whose death, resignation or removal from office necessitated the Trustee's appointment.

#### 4.5 Initial Trustees

The individuals who have signed this Agreement as the initial Trustees are deemed to have been validly appointed by the respective Appointing Bodies for their respective initial terms, all as indicated beside their signatures to this Agreement. Each individual who has signed this Agreement has by his or her signature consented to act as a Trustee, and agrees that:

- (a) from and after January 1, 2016, he or she shall hold the Pension Fund in trust in accordance with the trusts created and established in this Agreement; and
- (b) he or she is bound by this Agreement for the purposes set forth herein and in the Plan Text.

For greater certainty, the initial Trustees are signing this Agreement for the purpose of confirming their agreement to be bound by this Agreement, and the execution of this Agreement by the initial Trustees is not a pre-condition to this Agreement becoming effective. Rather, this Agreement becomes effective when the City and the Union have signed it.

#### 4.6 Appointment of Trustees on Expiration of Term

No later than six months prior to the expiry date of a Trustee's term, the Board must give written notice to the Appointing Body who appointed the Trustee, and that Appointing Body must renew the appointment of the Trustee or appoint a successor Trustee. If the Appointing Body does not renew the appointment of the incumbent Trustee or appoint a successor Trustee within 120 days after the commencement of what would have been the next three year term, the Trustees then in office must meet, a majority of the Trustees in office on the date the meeting is held constituting a quorum, despite anything in this Agreement to the contrary, and appoint, by resolution passed by a majority of the Trustees present at that meeting, a successor to fill the vacant position. The successor, when appointed, has the same power, authority and right to hold office as if that person had been appointed by the Appointing Body which failed to appoint such successor Trustee, except that such person cannot be removed pursuant to Section 4.12 by such Appointing Body unless such removal is first agreed to by the Board.

#### 4.7 Appointment of Trustees on Death, etc.

If a Trustee dies, resigns or is removed from office as provided for herein, the Appointing Body who appointed the Trustee must forthwith appoint a successor Trustee. If that Appointing Body fails to appoint a successor Trustee within one month of the Trustee's death, resignation or removal from office, the Board must give written notice to that Appointing Body who appointed the Trustee. The Appointing Body who appointed the Trustee will have a further two months from the date upon which the notification is received to appoint a successor Trustee, failing which the remaining Trustees must thereupon meet, a majority of the Trustees in office on the date the meeting is held constituting a quorum, despite anything in this Agreement to the contrary, and appoint, by resolution passed by a majority of the Trustees present at the meeting, a successor to fill the vacant position. The successor, when appointed, has the same power, authority and right to hold office as if that person had been appointed by the Appointing Body having the authority to appoint such successor Trustee, except that such person cannot be removed pursuant to Section 4.12 by such Appointing Body unless such removal is first agreed to by the Board.

#### 4.8 Successor Trustees

Each successor Trustee, upon signing an Acceptance of Trust in the form set forth in Appendix "B", i) is deemed to accept the trusts created and established by this Agreement, ii) is deemed to consent to act as a Trustee, and iii) becomes vested with all the rights, powers and duties of a Trustee under this Agreement without the necessity of the execution of any conveyance, assignment, transfer or other documentation.

#### 4.9 Death of a Trustee

If a Trustee dies, his or her heirs, administrators, executors and assigns are fully discharged from all future duties and responsibilities in respect of this Agreement as of the date of such Trustee's death. A deceased Trustee's estate is not discharged from, and remains liable for, any of the deceased's duties and responsibilities arising hereunder prior to the date of death.

#### 4.10 Discharge of Trustees

If a Trustee resigns, is removed or the Trustee's term has expired, as the case may be, he or she is fully discharged from any future duties and responsibilities in respect of this Agreement as of the date of such resignation, removal or the expiry of his or her term, as the case may be. Such an individual is not discharged from, and remains liable for, any of his or her duties and responsibilities arising hereunder prior to the effective date of his or her resignation, removal or the expiry of his or her term, as the case may be.

#### 4.11 Resignation of a Trustee

A Trustee may resign by giving written notice thereof to the Administrative Agent who must promptly notify the other members of the Board. The effective date of such resignation must be stated in the notice of resignation (which date can be no earlier than the date the Trustee signs the resignation), failing which it is the date when the Administrative Agent receives such notice of resignation.

#### 4.12 Removal of a Trustee

An Appointing Body may remove any Trustee appointed by it, at any time by sending written notice to the Trustee being so removed and to the Administrative Agent. Such removed person ceases to be a Trustee effective as of the date the notice is received by the Administrative Agent. The Administrative Agent must upon receipt of such notice from an Appointing Body promptly notify the other Trustees.

#### 4.13 Consequences to Termination of Trusteeship

Any Trustee who resigns, is removed or whose term expires without being reappointed and the personal representatives of any deceased Trustee, all as the case may be, must forthwith turn over to the Administrative Agent any and all records, books, documents, money and other property and assets in his or her possession, forming part of the Pension Fund or incidental to his or her duties as Trustee under this Agreement or relating to the administration of the Plan. In addition, any such individual is deemed to have conveyed, assigned or transferred to the then remaining Trustees any or all rights or property of that individual in the Pension Fund and must, if necessary, convey, assign or transfer to the then remaining Trustees any or all rights or property of that individual in the Pension Fund as the remaining Trustees may direct.

#### 4.14 Compensation of Trustees

Subject to Section 4.2, a Trustee is not to be compensated from the Pension Fund for time spent attending to his or her duties under this Agreement. Each Trustee must be reimbursed from the Pension Fund for all expenses which have been reasonably incurred by the Trustee in the performance of his or her duties. Such expenses may include reasonable expenses of attendance at any educational conferences by a Trustee to assist such Trustee in carrying out his or her duties. In the event of any dispute as to whether an expense incurred by a Trustee should be reimbursed, the Board must determine such dispute, which determination is final and binding and not subject to appeal.

#### 4.15 Chair and Vice-Chair

The Trustees must select a Chair and Vice-Chair from among their number for one year terms. Any person occupying the office of Chair, Vice-Chair or any other office which the Board has determined must be assumed by a Trustee ceases to hold such office upon ceasing to be a Trustee in accordance with this Agreement. The respective terms of the Chair and Vice-Chair commence on the date of their election and continue until the earlier of the expiry of their respective terms or their respective successors have been duly elected, subject to such person's death, resignation, or removal as herein provided.

#### 4.16 Chair of Meeting

The Chair, or in his or her absence, the Vice-Chair, must act as chair of each Board meeting. If neither the Chair nor the Vice-Chair is in attendance at a meeting, the Trustees present at the meeting must select a chair for the meeting from their number.

#### 4.17 Observers

The Union may invite up to two persons to attend a Board meeting as observers of the Board's proceedings. For Board meetings occurring prior to 2021, the Union may invite an additional observer who is a retired or inactive Member. The City may invite up to two persons to attend a Board meeting as observers of the Board's proceedings. Each individual attending such Board meeting as an observer must first enter into an agreement satisfactory to the Board regarding maintaining confidentiality of the Board's proceedings.

#### 4.18 Recording Secretary

At the first meeting of each calendar year, the Board must appoint a recording secretary to keep minutes or records of all meetings, proceedings and acts of the Board, a register of potential conflicts of interest in accordance with applicable laws and otherwise carry out the Board's instructions. The recording secretary shall distribute the minutes of each meeting to each Trustee within one month of each meeting. Such recording secretary need not be a member of the Board, and may, for greater certainty, be a member of the City Clerks' office who is not a Trustee. The recording secretary shall receive such remuneration as the Trustees deem appropriate, which remuneration shall be paid by the Pension Fund.

#### 4.19 Quorum

A quorum for the transaction of business at any Board meeting consists of not less than three Trustees, one of whom must be either the Chair or the Vice-Chair, comprised of a minimum of one City Trustee and a minimum of two Union Trustees, in person or participating by means of a telephone conference call or as otherwise permitted by Section 4.26. No proxies are permitted at any time. If a quorum is not present within one-half hour of the time specified for a Board meeting, the Trustees present may adjourn the meeting to a fixed time and place but may not transact any other business. If during a meeting a quorum is lost, no further business can be transacted at that meeting by the remaining Trustees other than adjourning the meeting to a fixed time and place. If the Trustees meet when a Trustee position is vacant, the meeting is validly constituted as long as a quorum is present.

#### 4.20 Voting

- (a) Subject to subsection (b), at any duly called and constituted Board meeting, each Trustee present is entitled to one vote. All decisions to be made by the Board must be made by resolution passed by a majority vote of the Trustees present at the meeting.
- (b) If the number of Union Trustees present at a meeting is less than the number of City Trustees, each Union Trustee will be entitled to 1.5 votes.
- (c) The chair of the meeting is entitled to vote on all resolutions, but is not entitled to a second vote in the event of deadlock.
- (d) Every Trustee must cast a vote in favour of or against any proposal, motion or resolution properly made at a Board meeting, and any purported abstention by a Trustee is deemed to be a vote against the proposal, motion or resolution.

#### 4.21 Resolution of Deadlock

- (a) A deadlock is deemed to exist whenever a proposal, motion or resolution made by a Trustee and seconded by another Trustee is neither adopted nor rejected by a majority vote, or where a proposal, motion or resolution is unable to be made at a meeting due to lack of a quorum at two consecutively called meetings.
- (b) In the event of a deadlock, a further meeting of the Board must be held no later than 14 days after the deadlock has arisen for the purpose of resolving the matter in dispute. If a deadlock on the matter still exists at such meeting, the Union Trustees are collectively entitled to cast one additional vote to break the deadlock. If the Union Trustees do not unanimously agree how to cast this additional vote, they must decide by majority vote among themselves how to cast the additional vote.

#### 4.22 Notice of Meeting

The Chair, or any other Trustee, or other person delegated to do so by the Chair, as the case may be, must cause written notice of each meeting of the Board to be served upon each of the Trustees no less than five Business Days prior to the date of such meeting. The notice of a meeting must specify the date, time and location of the meeting, and include an agenda of matters to be addressed at such meeting. Any Trustee may request that an item be placed on the meeting agenda. The agenda for each meeting must be distributed with the notice of meeting.

#### 4.23 Waiver of Notice

A Trustee may waive notice of a Board meeting by instrument in writing. A Trustee is deemed to waive notice of a Board meeting by attending such meeting without objection.

#### 4.24 Frequency of Meetings

The Trustees must meet no less frequently than four times every calendar year. The Chair is responsible for setting the date and location of each meeting. The Chair must call a special meeting upon the request of three or more Trustees, which request must be in writing and include such information as is reasonably required by the Chair to fulfil the agenda provisions contained herein. No later than 14 days following receipt of such a written request the Chair or the recording secretary appointed under Section 4.18 must give notice to the Trustees setting out the date and location of the special meeting, which meeting must be held no earlier than five Business Days after notice of the special meeting is given. The Chair or recording secretary shall provide such notice of such meeting to the Trustees in accordance with Section 4.22. If the office of Chair is vacant, or the Chair is incapacitated or otherwise unable to discharge his or her responsibilities as Chair, any two Trustees acting jointly may exercise the powers otherwise given to the Chair to set the date and location of a meeting, and give notice of it to the other Trustees.

#### 4.25 Procedure at Meetings

Except as otherwise set forth herein, the rules governing conduct and procedures of Board meetings and meetings of any committee or sub-committee constituted by the Board are the rules

and procedures specific in the current edition of Robert's Rules of Order Newly Revised (currently the 11<sup>th</sup> edition (2011)).

#### 4.26 Telephone Meetings

Board meetings may be held, or a Trustee may participate in a Board meeting, by means of telephone or such other communication facilities which permit all persons participating in the meeting to speak to and hear each other, and a Trustee participating in a meeting by that means is deemed to be present at the meeting and will be counted in determining whether a quorum is present.

#### 4.27 Resolutions in Writing

Despite Sections 4.20 and 4.21, if all of the Trustees then in office could form a quorum if they met, any decision of the Board may be made by unanimous consent in writing signed by all Trustees then in office without a meeting of the Board.

#### 4.28 Formal Name of Board

The Board must enter into agreements and act in all matters in the name of "The Board of Trustees of the Saskatoon Fire Fighters' Pension Plan".

#### 4.29 Execution of Documents

All agreements, cheques and other documents to be executed by the Board after being approved by the Board must be signed by such other persons as the Board may direct.

#### 4.30 Defect in Appointment, etc.

Despite that it is subsequently discovered or determined that there exists some defect in the appointment, removal or qualification of any Trustee, all acts and proceedings of the Board done and carried on in good faith while any such defect existed are valid and effective.

### **ARTICLE 5.- DUTIES OF THE BOARD**

#### 5.1 Duties

The Board must:

- (a) administer the Plan and the Pension Fund in accordance with this Agreement, the Plan Text, the PBA, the ITA and any other applicable legislation;
- (b) exercise and discharge its rights, duties and responsibilities under this Agreement in accordance with the PBA, the ITA and any other applicable legislation;
- (c) keep a complete and accurate set of accounts for the Pension Fund;
- (d) establish and adopt a written statement of investment policies and procedures for the Pension Fund in accordance with the PBA, which must be reviewed at least annually by the Board;

- (e) regularly monitor and review the investment performance of the Pension Fund;
- (f) appoint an Auditor, and submit the accounts and financial statements of the Pension Fund at least annually for examination, checking and audit in accordance with Section 5.2;
- (g) monitor and review, at such intervals as the Board considers appropriate, the performance of each service provider or any advisor appointed by the Board;
- (h) as soon as possible after January 1 in each year, and no later than September 30<sup>th</sup> or such later date as is acceptable to the Plan Partners, submit a report to the Plan Partners on the operation of the Plan during the previous year together with audited financial statements for the Pension Fund, which report must:
  - (i) specify whether the Plan is in compliance with all applicable laws, regulations, guidelines and Plan Partners' policies (if any),
  - (ii) report on the financial status of the Plan, including the results of the last Affordability Test conducted pursuant to Article 8, along with any additional analysis conducted by the Board,
  - (iii) report on the investment performance of the Pension Fund,
  - (iv) provide a summary of the Board's activities and meeting minutes,
  - (v) provide a summary of the administration and other management costs,
  - (vi) report on the Affordability Ratio methodology set out in Article 8 through Article 12 in accordance with Section 8.9,
  - (vii) report on the Plan's governance structure and policies no less than every three years,
  - (viii) report on any significant changes to any of the Board's policies, and
  - (ix) report on any events, circumstances or factors, including any actual or threatened litigation, that might have a material impact on the Plan, the Members, the Union or the City;
- (i) develop and oversee the implementation of an effective communication strategy aimed at ensuring Members are aware of and understand the Plan and its financial performance; and
- (j) maintain the Plan Text in accordance with this Agreement.

## 5.2 Annual Audit

The books of account and records of the Board, including the books of account and records pertaining to the Pension Fund, must be audited at least once every year by the Auditor, as at the end of the calendar year. The Auditor must submit to the Board financial statements for the preceding Plan Year within six months of the end of the calendar year. A statement of the results

of the annual audit and copies of all financial statements must be available for inspection by any Member or his or her authorized representative at the principal office of the Board and at such other suitable place as the Board may designate from time to time. Copies of such statements must be delivered to each Trustee, the Union and the City within 60 days after that statement is prepared.

### 5.3 Actuarial Valuations

The Board must appoint an Actuary, and cause the Actuary to conduct actuarial valuations of the Plan at such times as the Board may determine, but not less frequently than as prescribed in the PBA. Each such valuation must be performed as of the end of a calendar year. A report on the results of each actuarial valuation must be submitted to the Board at the date of the next meeting of the Board held after the completion of each such valuation.

## **ARTICLE 6.- POWERS OF THE BOARD**

### 6.1 Discretionary Powers

In the exercise of the powers, authorities and discretion vested in the Board by this Agreement, the Board has an absolute and uncontrolled discretion, and may exercise or delegate, or refrain from exercising or delegating, all or any of its powers, authorities or discretions. Without limitation, in addition to any powers conferred by law, the Board is empowered and authorized when acting under this Agreement to do anything reasonably necessary to carry out its duties and responsibilities hereunder, including, without limitation, the following:

- (a) establish accounts for the Pension Fund with a chartered bank or other financial institution in Canada;
- (b) subject to Section 14.3, select and appoint all necessary service providers, including investment managers, the Actuary, the Administrative Agent, the Auditor, an investment consultant, a custodian, a lawyer, an employee(s) of the City and such other parties whose services are required from time to time by the Board to carry out its responsibilities, administer the Plan or invest the Pension Fund, and approve the payment from the Pension Fund of the fees and expenses incurred in respect of such service providers;
- (c) invest and reinvest such portion of the Pension Fund as is not required for current expenditures in any type of investments that are permitted by the PBA, the ITA and the Investment Policy (and without being limited to investments permitted by the *Trustee Act* (Saskatchewan)), and to take any and all actions with respect to holding, buying, selling or exchanging such investments as the Board, in its sole discretion, may deem appropriate or necessary including, without limitation:
  - (i) exercising any of the powers of an owner with respect to stocks, bonds, debentures, mortgages or other investments and property held in the Pension Fund including, without limitation, any right there may be to vote in connection therewith;

- (ii) giving general or special proxies or powers of attorney with or without powers of substitution;
  - (iii) exercising any conversion privileges, subscription rights or other options, (and make any payments incidental thereto);
  - (iv) consenting to or otherwise participating in corporate reorganizations or other changes affecting shares and other securities;
  - (v) delegating discretionary powers and paying any assessments and other charges in connection therewith;
  - (vi) accepting and holding any shares or securities which may be issued as a result of corporate reorganizations or changes affecting corporate shares or securities;
  - (vii) renewing, extending or participating in the renewal or extension of any bond, debenture, mortgage or other investment or instrument upon such terms as may be deemed advisable;
  - (viii) agreeing to a reduction in the rate of interest on any mortgage or to any other modification or change in the terms of any mortgage or any guarantee pertaining thereto, in any manner and to any extent that may be deemed advisable for the protection of the Pension Fund or the preservation of the value of an investment;
  - (ix) waiving any default, whether in the performance of a covenant or condition in any mortgage or in the performance of any guarantee or enforce any rights in respect of any such default, in such manner and to such extent as may be deemed advisable;
  - (x) exercising and enforcing any and all rights of foreclosure;
  - (xi) bidding on property in a judicial sale;
  - (xii) taking a deed in lieu of foreclosure, with or without paying consideration therefore (and in connection therewith release any person or persons from their covenant or guarantee given in connection with any mortgage);
  - (xiii) exercising and enforcing any rights or obligations by any action, suit or proceeding at law or in equity; or
  - (xiv) taking appropriate measures by way of proceedings at law or otherwise for the enforcement or realization of any investment;
- (d) register any investments held in the Pension Fund in:
- (i) the name of the Board;

- (ii) the name of a financial institution acting as custodian of the Pension Fund for the Board (or the nominee, sub-custodian or other person acting directly for such financial institution);
  - (iii) the name of a domestic or foreign depository or clearing agency that is authorized to operate a book based system, or its nominee; or
  - (iv) bearer form, if the investment is not capable of being registered or registration of it would not be in the best interests of the Plan;
- (e) hold in cash, without any liability for interest thereon, such sums as the Board deems necessary or advisable for the current cash requirements of the Pension Fund;
- (f) appoint a financial institution(s) and/or insurance company(ies) to be a custodian for the Pension Fund, for the purpose of acting as a depository and providing for the safekeeping of all or any portion of the Pension Fund, and to authorize the custodian to:
  - (i) commingle any monies deposited with it in any pooled investment fund administered or managed by any custodian appointed pursuant to this subsection (s) subject to policies adopted by the Board from time to time; and
  - (ii) act on the instructions of an investment manager for the investment and re-investment of the assets of the Pension Fund;
- (g) incorporate corporations, the shares of which shall be held by or on behalf of the Board, for the purposes of administering the Pension Fund and operating the Plan, making investments of the Pension Fund or holding any investment;
- (h) rent or purchase premises, purchase supplies and equipment and employ such personnel as required for the efficient administration of the Plan;
- (i) pay from the Pension Fund all costs and expenses of the Board attributable to the operation and administration of the Pension Fund, including any compensation or reimbursement to or in respect of Trustees authorized by Section 4.14;
- (j) do all acts that the Board deems necessary or appropriate to protect the property of the Pension Fund;
- (k) enter into reciprocal agreements with other authorities responsible for the administration of a pension plan;
- (l) adopt such policies, procedures, rules and regulations as the Board deems necessary for the carrying out of trusts imposed upon it by this Agreement and the efficient operation of the Plan;
- (m) in consultation with the Plan Partners, compromise, settle, arbitrate or release claims or demands in favour of or against the Pension Fund or the Board (or any present or former Trustee), on such terms and conditions as the Board may deem advisable;

- (n) seek the advice, opinion or direction of a court of competent jurisdiction on any matter pertaining to this Agreement, the Plan Text, the Pension Fund or the Plan;
- (o) provide recommendations to the Plan Partners with regard to amendments to the Agreement, changes to the Plan Partners' policies, or changes to the governance structure including, but not limited to, the composition and membership of the Board;
- (p) subject to Section 14.3, delegate any of its administrative powers or duties to any of its agents or employees or a committee, in such manner and subject to such terms and conditions as the Board may deem necessary or appropriate; provided that such agents, employees or committee must report to the Board in a timely fashion as directed by the Board;
- (q) enter into cost sharing arrangements with the Union, the City or the board of trustees of another pension or benefit trust fund to permit the Board to share expenses pertaining to the administration of the Plan;
- (r) construe the provisions of this Agreement, the Plan Text and any related document, and any construction adopted by the Board in good faith is binding upon the City, the Union and the Members;
- (s) do all acts and incur any obligations or liabilities (and discharge such obligations and liabilities out of the Pension Fund) that the Board deems necessary or appropriate to carry out its duties and responsibilities hereunder and to accomplish the general objectives of enabling Members and their beneficiaries to receive Pension Benefits in the most efficient and economical manner.

## 6.2 Fiduciary Liability and Other Insurance

The Board may purchase such errors and omissions insurance or fiduciary liability insurance (or insurance of a similar nature or description) as it deems necessary for the Trustees, former Trustees and anyone else engaged in the administration or operation of the Pension Fund or the Pension Plan. The cost of all such insurance must be paid out of the Pension Fund.

## 6.3 Administrative Agent

The Board may appoint, hire or retain an Administrative Agent (who may be given a different title by the Board) and may at any time, but subject to any agreement reached between the Board and the Administrative Agent, remove the Administrative Agent and appoint, hire or retain a successor. The Administrative Agent may assume the responsibility of accounting for Contributions, other payments, Pension Benefits, and such other duties and responsibilities as may be delegated to him or her pursuant to this Agreement or from time to time by the Board.

## 6.4 Legal Proceedings

The Board may commence such legal proceedings as it deems necessary or appropriate in connection with the enforcement of this Agreement and the administration of the Pension Fund or the operation of the Plan, as well as defend any legal proceedings which may be brought against the Board or any of the Trustees, and the reasonable expenses the Board or any Trustee

incurs doing so shall be paid out of the Pension Fund, except with respect to any proceedings brought against the Board or any Trustee in relation to any matter or thing arising out of a breach by a Trustee or the Board of its fiduciary obligations as described at Section 14.1.

#### 6.5 Borrowing

- (a) Subject to subsection (b), the Board may, from time to time, borrow money on a short term basis on such terms and conditions as may be necessary and appropriate in the circumstances, provided that such borrowing must only be for the purposes of:
  - (i) the payment of Pension Benefits, whether through the purchase of an annuity or the provision of pension, or
  - (ii) permitting the orderly disposition of investments of the Pension Fund during the planned redemption or conversion of any investments;
- (b) Despite subsection (a), the Board must not borrow money unless the borrowing is:
  - (i) for less than 90 days,
  - (ii) not part of a series of loans and repayments, and
  - (iii) permitted under the ITA.

#### 6.6 Mortgages or Other Charges on Real Estate

Mortgages may be granted or assumed on real estate investments made by the Board, and are not subject to Section 6.5. For the purposes of any quantitative restrictions on real estate investments, whether imposed by law or otherwise, the value of a real estate investment made directly or indirectly by the Board equals the value of the property less any mortgage or other charge placed upon it, if the holder of such mortgage or other charge has no recourse against the Board or the Pension Fund for any shortfall or deficiency associated with such mortgage or other charge.

### **ARTICLE 7. – PLAN TEXT**

#### 7.1 Initial Plan Text

The initial Plan Text is attached as Appendix “A”.

#### 7.2 Amendments to Plan Text

The Board may amend the Plan Text in accordance with the procedures for amendment set out in the Plan Text, provided that no amendment to the Plan Text can be inconsistent with this Agreement, including the restrictions on amendment specified in Section 13.5.

### 7.3 Amendments to Plan Text to Comply with Law

Subject to Section 13.5, the Board must amend the Plan Text to the extent necessary to maintain the Pension Plan's registration under the PBA or the ITA, or as is otherwise necessary to comply with applicable legislation.

### 7.4 Retroactive Amendment

Any amendment to the Plan Text may take effect retroactively or otherwise as the Board may direct.

## **ARTICLE 8. – AFFORDABILITY TESTING**

### 8.1 Annual determination of Affordability Ratio

- (a) Commencing December 31, 2016, and as of every December 31<sup>st</sup> thereafter, (the “**Test Date**”) the Board must cause the Actuary to determine the Plan's “**Affordability Ratio**”, which amount will be calculated using the following formula:

$$(A + B) / (C + D)$$

Where:

- A = the actuarial value of the Pension Fund as of the Test Date;
- B = the present value of the projected Contributions payable into the Pension Fund over the 10 years following the Test Date;
- C = the actuarial value of the Pension Benefits accrued to the Test Date; and
- D = the present value of the projected future normal actuarial costs for the 10 years following the Test Date;
- (b) Item A must be calculated using a methodology where actual returns are smoothed over a period determined by the Board, which period must be between three and five years. Items B, C and D must be determined using Best Estimate Assumptions, provided that the new entrant assumption must not anticipate growth in the number of active Members who are making Contributions and accruing Pension Benefits.
- (c) In calculating an Affordability Ratio, the Actuary may use liability approximations based on the most recent actuarial valuation filed with the Superintendent of Pensions. However, adjustments to benefit levels in accordance with Article 9, Article 10 or Article 11 may only be made on the basis of an Affordability Ratio calculated in an actuarial valuation filed with the Superintendent of Pensions.
- (d) The results of each Affordability Ratio determination must be provided to the Plan Partners no later than the September 30<sup>th</sup> following the relevant Test Date.

## 8.2 Mandatory Benefit Reduction

If an actuarial valuation filed with and accepted by the Superintendent of Pensions reveals an Affordability Ratio less than 1.10, the Board must reduce benefits in accordance with Article 9 such that after implementing such reductions the Affordability Ratio is greater than or equal to 1.10 and less than or equal to 1.15.

## 8.3 Optional Benefit Reduction

If an actuarial valuation filed with and accepted by the Superintendent of Pensions reveals an Affordability Ratio that is greater than 1.10 but less than 1.15, the Board may choose to reduce benefits in accordance with Article 9 such that after implementing such reductions the Affordability Ratio result is no greater than 1.15.

## 8.4 Optional Benefit Reinstatement

If an actuarial valuation filed with and accepted by the Superintendent of Pensions reveals an Affordability Ratio that is greater than 1.15 but less than 1.20, and benefits which were previously reduced pursuant to Article 9 have not been fully reinstated in accordance with Article 10, the Board may choose to reinstate benefits in accordance with Article 10 such that after implementing such reinstatements the Affordability Ratio is no less than 1.15.

## 8.5 Mandatory Benefit Reinstatement

If an actuarial valuation filed with and accepted by the Superintendent of Pensions reveals an Affordability Ratio that is greater than 1.20 but less than 1.35, and benefits which were previously reduced pursuant to Article 9 have not been fully reinstated in accordance with Article 10, the Board must reinstate benefits in accordance with Article 10 such that after implementing such reinstatements the Affordability Ratio is no less than 1.15.

## 8.6 Optional Benefit Enhancement

If an actuarial valuation filed with and accepted by the Superintendent of Pensions after 2020 reveals an Affordability Ratio that is greater than 1.35 but less than 1.50, and all benefits, if any, which were previously reduced pursuant to Article 9 have been fully reinstated in accordance with Article 10, the Board may choose to enhance benefits in accordance with Article 11 such that after implementing such enhancements the Affordability Ratio is no less than 1.35.

## 8.7 Mandatory Benefit Enhancement

If an actuarial valuation filed with and accepted by the Superintendent of Pensions after 2020 reveals an Affordability Ratio that is greater than 1.50, and all benefits, if any, which were previously reduced pursuant to Article 9 have been fully reinstated in accordance with Article 10, the Board must enhance benefits in accordance with Article 11 such that after implementing such enhancements the Affordability Ratio is no less than 1.35.

### 8.8 Concurrent Reinstatements and Enhancements

For greater certainty, a benefit reinstatement in accordance with Article 10 may be implemented concurrently with a benefit enhancement in accordance with Article 11, so long as after such reinstatement and enhancement occurs the Plan's Affordability Ratio meets the requirements of this Article 8.

### 8.9 Periodic Review

The Board must review the Affordability Ratio methodology in this Article 8 and the methodology for reducing, reinstating and enhancing Pension Benefits specified in Article 9, Article 10 and Article 11, at least every 10 years, and report in writing to the Plan Partners on the results of each such review. In such a report, the Board may make recommendations to the Plan Partners regarding changes to any of these methodologies. In conducting their review, the Board must consider all relevant factors, including changes in investment risk resulting from changes to the Investment Policy, changes in the other risks inherent in the Plan (for example, a change in the overall demographic risk of the Plan resulting from changes in the life expectancies of Members) and changes in the risk tolerance of the Board, the City and the Union.

## **ARTICLE 9. – BENEFIT REDUCTIONS**

### 9.1 Benefit Reductions

If pursuant to Sections 8.2 or 8.3 the Board must or chooses to reduce benefits, the Board must implement the following measures in the following order:

- (a) Increase the rate of Contributions by the City up to 0.5% of Pensionable Earnings to a maximum of 9.5% of Pensionable Earnings.
- (b) Increase the rate of Contributions by Members up to 0.5% of Pensionable Earnings, to a maximum rate of 9.5% of Pensionable Earnings.
- (c) Reduce the rate of indexing in 5% increments from 25% of CPI to 0% of CPI.
- (d) Reduce Pension Benefits earned for employment with the City on and after the effective date of the change ("**future service Pension Benefits**") in the following order:
  - (i) increase the unreduced early retirement date by increasing the sum of the age plus service requirement by increments of 1 year (e.g. rule of 85 to rule of 86), to a maximum age plus service requirement of 90 years;
  - (ii) change the average earnings period from best average ten (10) years to career average earnings; and
  - (iii) reduce the lifetime accrual rate to a minimum of 1.5% of Average Pensionable Earnings, as that term is defined in the Plan Text.
- (e) For greater certainty, any decreases in the rate of indexing implemented pursuant to subsection (c) will apply on a prospective basis to the entire amount of all pensions paid

under the Plan after the effective date of the decrease, including pensions which commenced payment prior to the effective date of the decrease.

- (f) With the approval of the Superintendent of Pensions given pursuant to section 40(6) of the PBA, reduce Pension Benefits earned for employment with the City prior to the effective date of the change (“**past service Pension Benefits**”) in the manner determined by the Plan Partners, in consultation with the Board. For greater clarity, not all Members must be treated the same in any reduction of past service Pension Benefits.

## **ARTICLE 10.– BENEFIT REINSTATEMENTS**

### 10.1 Benefit Reinstatements

If pursuant to Sections 8.4 or 8.5 the Board chooses to or must reinstate prior reductions in benefits, the Board must implement the following measures in the following order:

- (a) Reinstatement any reductions in past service Pension Benefits made pursuant to subsection 9.1(f) in the manner determined by the Plan Partners, in consultation with the Board. For greater clarity, not all Members must be treated the same in any reinstatement of past service Pension Benefits.
- (b) Reinstatement any reductions in future service Pension Benefits in the following order:
- (i) restore any reductions in the lifetime accrual rate as a result of the application of paragraph 9.1(d)(iii);
  - (ii) restore any changes in the average earnings period as a result of the application of paragraph 9.1(d)(ii);
  - (iii) reverse any increases in the unreduced early retirement date as a result of the application of paragraph 9.1(d)(i) by decreasing increments of 1 year (e.g. rule of 90 to rule of 89), to a minimum age plus service requirement of 85 years.
- (c) Reinstatement any reductions to indexing to a maximum of 25% of CPI.
- (d) Reduce the Member rate of Contributions by up to 0.5% of Pensionable Earnings, to a minimum rate of 9.0% of Pensionable Earnings.
- (e) Reduce the City rate of Contributions by up to 0.5% of Pensionable Earnings, to a minimum rate of 9.0% of Pensionable Earnings.

### 10.2 All Reinstatements Prospective

All reinstatement measures implemented pursuant to this Article 10 must be done on a prospective basis, and only affect the payment of Pension Benefits from, or Contributions to, the Pension Fund on and after the effective date of the reinstatement. For greater certainty, any reinstatement of indexing will apply to the entire amount of all pensions paid under the Plan on and after the effective date.

## **ARTICLE 11. - BENEFIT ENHANCEMENTS**

### 11.1 Benefit Enhancements

If pursuant to Sections 8.6 or 8.7 the Board chooses to or must enhance benefits, the Board must increase past and/or future service Pension Benefits for active and retired Members in the manner determined by the Plan Partners in consultation with the Board, subject to the maximum limits permitted under the ITA. For greater clarity, not all Members must be treated the same in any enhancement of past or future service Pension Benefits.

### 11.2 Disposition of Excess Surplus

If after fully implementing the measures in Section 11.1 the Plan's Affordability Ratio is still in excess of 1.50, the Board must so advise and make a recommendation to the Plan Partners to address the surplus. The Plan Partners must determine what changes to the Plan must be made to address the surplus, provided that all such surplus must be used for the exclusive benefit of the Members and their beneficiaries.

## **ARTICLE 12. - IMPLEMENTATION AND ALTERATION TO ORDER OF MEASURES.**

### 12.1 Implementation of Measures

The Board must implement the measures described in Article 9, Article 10 and Article 11, or any variation or addition to such measures agreed to pursuant to Section 12.2, by adopting amendments to the Plan Text which implement the measures. The Board must file each such amendment to the Plan Text with the Superintendent of Pensions for registration, and, except as otherwise provided in the PBA, every such amendment becomes effective in accordance with its terms when filed with the Superintendent of Pensions. For greater certainty, any such amendment may have an effective date prior to or after the date it is filed with the Superintendent of Pensions. In implementing any of the measures described in Article 9, Article 10 or Article 11, or any variation or addition to such measures agreed to pursuant to Section 12.2, the Board must i) only implement the measure to the extent necessary to produce the desired Affordability Ratio, ii) only implement the measure to the extent permitted by the PBA and ITA, iii) completely implement the measure to the extent permitted before proceeding to the next measure, and iv) subject to Section 12.2, implement the measure as of the second January 1st following the Test Date in respect of which the relevant Affordability Ratio was calculated. Without limitation, any measure increasing the cost of benefits provided by the Plan can only be implemented to the extent doing so is permitted by subsection 36.7(7) of the regulations under the PBA.

### 12.2 Alteration of Order of Measures

With the written agreement of the Plan Partners, the Board may vary any of the measures described in Article 9, Article 10 and Article 11, add other measures, vary the order in which they will be implemented, or change the date as of which a measure must be implemented to a date earlier or later than the date specified in Section 12.1. The Board must implement any such agreement by adopting amendments to the Plan Text in accordance with Section 12.1 which reflect the terms of the agreement. The Board is relieved from complying with Article 8,

Article 9, Article 10 and Article 11 to the extent necessary to give effect to the terms of any such agreement.

### **ARTICLE 13. – AMENDMENT OF TRUST AGREEMENT**

#### **13.1 Amendment by the Parties**

- (a) This Agreement may be amended from time to time in any respect by written agreement of the Plan Partners. The power of amendment reserved under this Section 13.1 is to be construed as being subject to no restrictions other than those imposed by law. Without limitation, the power of amendment reserved under this Section 13.1 includes the power to revoke, in whole or in part, the trusts created under this Agreement. Subject to subsection (b), the Board has no authority to amend this Agreement.
- (b) The Board may make recommendations to the Plan Partners with respect to amendments to this Agreement. For greater certainty, such recommendations are non-binding on the Plan Partners.

#### **13.2 Merger, Consolidation or Division**

The Plan Partners may merge, consolidate or divide all or part of the Plan (and any trust arising thereunder) or the Pension Fund with or into any one or more other pension plans, and any respective trusts arising thereunder, or pension funds, or other arrangements. Such merger, consolidation or division shall be on such terms and conditions as the Plan Partners may determine appropriate, and may be adopted on a retroactive basis.

#### **13.3 Retroactive Amendment**

Any amendment to this Agreement may take effect retroactively, provided that no amendment can be made which retroactively increases the duty of care required of a present or former Trustee or retroactively diminishes their right to indemnity under this Agreement.

#### **13.4 Restriction on Amendment: Power to Appoint Trustees**

Despite any other provision of this Agreement, no amendment to this Agreement may deprive an Appointing Body of its power to appoint one or more Trustees without its written consent.

#### **13.5 Restriction on Amendment: No Change in Membership Criteria or City Contribution Rate**

Despite any other provision of this Agreement, without the prior written consent of the City no amendment to this Agreement or the Plan Text may be made which has the direct or indirect effect of:

- (a) changing who may become a Member or the conditions upon which an individual can become a Member;
- (b) changing the definition of Pensionable Earnings used in the determination of the Contributions owing to the Pension Fund by the City and the Members;

- (c) except as required by subsection 9.1(a), causing or requiring the City to contribute more than 9.0% of the Members' Pensionable Earnings to the Pension Fund; or
- (d) causing the Plan to no longer qualify as a pension plan subject to subsections 40(5) and (6) of the PBA, or successor statutory provisions to like effect which permit the City's liability in respect of the Plan to be limited as set out in this Agreement.

Any amendment to this Agreement or Plan Text which violates any of these restrictions is without further act or formality a nullity.

#### **ARTICLE 14. – FIDUCIARY RESPONSIBILITIES**

##### 14.1 Duty of Care

Each Trustee, in exercising his or her powers and discharging his or her duties under this Agreement must, in addition to any common law or statutory duties that may otherwise exist:

- (a) stands in a fiduciary relationship to Members and any other persons entitled to Pension Benefits;
- (b) must act in good faith and in the best interests of Members and other persons entitled to Pension Benefits; and
- (c) must not prefer the interests of one person entitled to Pension Benefits over the interests of any other person so entitled.

##### 14.2 No Conflict of Interest

No Trustee can knowingly permit his or her other interests to conflict with his or her powers, duties and responsibilities in respect of the Plan. The Board must adopt a conflict of interest policy whereby conflicts must be disclosed and addressed in accordance with the procedures specified in such policy.

##### 14.3 Restrictions on use of Agents

If the Board employs or appoints an agent to carry out any act required to be done in the administration of the Plan or in the investment of the Pension Fund, the Board must personally select the agent and be satisfied of the agent's suitability to perform the act for which the agent is employed or appointed, and the Board must carry out such supervision of its agents as is prudent and reasonable.

##### 14.4 Restrictions on Benefits Payable to Trustees

No Trustee is entitled to any benefit from the Plan other than in the Trustee's capacity as a Member, and any remuneration and reimbursement of expenses related to the administration of the Plan or the investment of the Pension Fund permitted by the common law or provided for in this Agreement.

## **ARTICLE 15. – LIMITATION OF LIABILITY**

### **15.1 Indemnity**

A Trustee must be indemnified out of the Pension Fund against all costs, charges and expenses actually and reasonably incurred by that person, including an amount paid to settle an action or satisfy a judgment in a civil, criminal or administrative action or proceeding to which he or she is made a party because of being or having been a Trustee, and including an action brought by the Board, if:

- (a) the individual acted in accordance with the standard of care set out in Section 14.1; and
- (b) in the case of a criminal action or proceeding, the individual had reasonable grounds for believing that his or her conduct was lawful.

### **15.2 Liability of Trustees Generally**

The Trustees, individually or collectively, are not liable for the making, retention or sale of any investment or reinvestment made by them in accordance with this Agreement or in accordance with any other legal duties nor for any error of judgment nor loss to or diminution of or insufficiency of the Pension Fund, or any consequent reduction or cessation of Pension Benefits, except a loss, diminution or insufficiency that resulted from a Trustee not acting in good faith or a Trustee's negligence, fraud, wilful misconduct or breach of his or her duty of care as set out in Section 14.1. An individual Trustee is not liable for any loss, diminution or insufficiency of the Pension Fund, or any consequent reduction or cessation of Pension Benefits, unless he or she was a party to the action that resulted in the loss, diminution or insufficiency of the Pension Fund or consequent reduction or cessation of Pension Benefits.

### **15.3 Liability for Other Matters**

The Trustees, individually or collectively, are not responsible or liable for:

- (a) any matter, cause or thing arising due to the invalidity of all or any part of this Agreement or the Plan Text;
- (b) any delay occasioned by any restriction or provision in:
  - (i) this Agreement;
  - (ii) the Plan Text; or
  - (iii) any contract procured in the course of the administration of the Plan or Pension Fund; or
- (c) any Contributions required to be paid to the Pension Fund.

#### 15.4 Liability of Other Parties to this Trust Agreement

The City and the Union are not liable for the payment of any Pension Benefits nor for the failure of the Board to secure the Pension Benefits specified in the Plan Text, nor for any default or neglect of the Board.

#### 15.5 Reliance on Documents, etc.

The Trustees incur no liability, either collectively or individually, in acting upon any documents, data or information believed by them to be genuine and accurate and to have been made, executed, delivered or assembled by the appropriate parties.

#### 15.6 Reliance on Advisors or Agents

Subject to Section 14.3, the Trustees are not liable, either individually or collectively, for acting and relying upon the opinions or advice of the agent or professional advisor so long as the Board exercises reasonable care in the selection, instruction and supervision of an agent (including the custodian or sub-custodian of the Pension Fund) or a manager or other professional advisor.

#### 15.7 Further Assurances Regarding Indemnity

The Board must do such things and execute and deliver such documents in order that any and all funds required to be paid out of the Pension Fund by way of indemnity as herein set forth are paid as required from time to time.

#### 15.8 Recourse Solely Against Pension Fund

A Member or person claiming through a Member has recourse solely to the Pension Fund for any Pension Benefit or other payment under the Plan.

#### 15.9 Acting as a Director or Trustee of Other Body

- (a) The Board may pay from the Pension Fund an amount it considers appropriate in the circumstances to indemnify, fully or partly, a Trustee against costs, loss or damages incurred or awarded against him or her as a result of any act or omission done, or omitted to be done, in good faith as trustee of another trust, or as director of a body corporate, to which the Trustee was appointed by the Board as trustee or director for the purpose of representing the Board in the operation of that other trust or body corporate.
- (b) Despite subsection (a), where a loss suffered by the Trustee in serving as trustee of another trust, or as director of a body corporate, as described in subsection (a) results from liability to pay the deductible amount under an insurance policy that insured the other trust or body corporate, or its trustees and directors, against the loss except for the deductible amount, then the Board must pay from the Pension Fund the amount necessary to indemnify the Trustee for liability to pay that part of the deductible amount.

#### 15.10 Liability for Plan and Pension Fund

None of the Union, the Members or the City are liable or responsible for any debts, liabilities, obligations, or deficiencies of the Plan or the Pension Fund.

#### 15.11 Liability of Appointing Bodies

No Appointing Body is liable for any of the acts or obligations of any Trustee solely because such Trustee is or was an officer, employee or appointee of any such entity, or such entity had any role in the appointment of such Trustee.

#### 15.12 Extended Meaning of Trustee, etc.

Unless the context clearly indicates otherwise, any reference in this Agreement to the indemnification or other protection of a Trustee is deemed to also refer to a former Trustee, and to the heirs, executors and administrators of any Trustee or former Trustee.

#### 15.13 Indemnification of Administrative Agent, Employees and Agents

Without limiting the powers otherwise given to the Board by this Agreement, the Board may agree to indemnify out of the Pension Fund the Administrative Agent and any other agent or employee it retains or hires on terms no more favourable than those upon which the Board is itself indemnified pursuant to this Article 15.

### **ARTICLE 16.- TERMINATION OF PLAN**

#### 16.1 Notices which Terminate Plan

The Plan and the trusts created under this Agreement may be terminated by notice in writing to the Board from the Plan Partners specifying the date of such termination. The Plan and the trusts created under this Agreement may also be terminated by notice in writing to the Board from the City specifying the date of such termination if the City reasonably determines that i) the Plan no longer qualifies as a pension plan subject to subsections 40(5) and (6) of the PBA, or successor statutory provisions to like effect which limit the City's liability in respect of the Plan as set out in this Agreement, or ii) for any other reason, including an action of the Board or the application of applicable law, the City's liability in respect of the Plan is not limited as set out in this Agreement. The date of termination specified in any notice given pursuant to this Section 16.1 may be no less than 60 days after the date the notice is given.

#### 16.2 Plan Wind-up Procedure

The Board must wind up and terminate the Plan and the trusts created under this Agreement as of the date specified in the notice received pursuant to Section 16.1, or as of the date determined pursuant to Section 2.4, as soon as is reasonably practicable. To terminate the Plan and the trusts created under this Agreement, the Board and the Plan Partners must proceed as follows:

- (a) the Board must cause the Auditor to perform a final audit and accounting of the Pension Fund;

- (b) the Board must provide for payment out of the Pension Fund of all expenses, claims and obligations related to the Plan (other than Pension Benefits), including the expenses incidental to the termination of the Plan and this Agreement;
- (c) if after full provision is made for the expenses described in subsection (b) the Plan's final actuarial liabilities are less than its assets, the Board must amend the Plan Text in the manner determined by the Plan Partners, in consultation with the Board, so that the Pension Benefits payable to the Members are increased in a manner that will result in the Plan's final actuarial liabilities equalling its assets, subject to the maximum limits permitted under the ITA, provided that if after increasing all Pension Benefits for all Members to the maximum limits permitted under the ITA the Plan's final actuarial liabilities are still less than the Plan's assets, the excess must be paid to the Members in cash in the manner determined by the Plan Partners, in consultation with the Board;
- (d) if after full provision is made for the expenses described in subsection (b) the Plan's actuarial liabilities are greater than its assets, the Plan Partners must determine, in consultation with the Board, how the Pension Benefits payable to the Members will be decreased in accordance with section 39 of the regulations under the PBA so that the Plan's actuarial liabilities equal its assets;
- (e) the Board must cause the Actuary to prepare a termination report for the Plan that satisfies section 56 of the PBA, which report will, among other things, describe the determinations made pursuant to subsection (c) or (d), whichever is applicable, and
- (f) the Board must otherwise follow all provisions of the PBA and the ITA relating to pension plan termination.

### 16.3 Determination of Benefit Changes

For greater clarity, all Members need not be treated the same in any enhancement of Pension Benefits or making of cash payments determined pursuant to subsection 16.2(c), and, except as otherwise required by the PBA, all Members need not be treated the same in any reduction of Pension Benefits made in accordance with section 39 of the regulations under the PBA pursuant to subsection 16.2(d).

### 16.4 Board's Powers Continue

Upon the termination of the Plan and the trusts created under this Agreement, the Trustees continue as Trustees for the purpose of winding up the affairs of the Plan and the trusts created under this Agreement.

### 16.5 No Further Contributions

In no event are Contributions required to be made after the Plan is terminated except for amounts due, or that have accrued up to the effective date of the termination and have not been paid into the Pension Fund. Without limitation, on the Plan's termination the City's sole financial obligation is to make contributions to the Pension Fund equal to 9.0% of the Members' Earnings up to and including the date of Plan termination. In no event is the City liable to make any other contributions, directly or indirectly, to the Pension Fund or in respect of the Plan's liabilities.

## 16.6 Completion of Termination

After receiving the Superintendent of Pensions' approval of the termination report submitted pursuant to subsection 16.2(e), and any other approval required by law, the Board must use the assets of the Pension Fund to discharge the liabilities of the Plan in accordance with the terms all regulatory approvals so obtained. After completing the final audit and accounting of the Pension Fund pursuant to subsection 16.2(a), and disbursing all assets of the Pension Fund in accordance with all regulatory approvals so obtained, the termination and winding up of the Plan is completed, and the Board has no further obligations in respect of the Plan.

## **ARTICLE 17.– MISCELLANEOUS PROVISIONS**

### 17.1 Notices

Any notice, request, demand or other communication required or permitted to be given under this Agreement shall be in writing and delivered personally or sent to the party entitled to receive it by registered mail, postage prepaid mail, fax or e-mail at the last known address, fax number or e-mail address of the recipient of the communication. Any such notice, request, demand or other communication given as aforesaid shall:

- (a) if delivered personally, be deemed to have been received on the date of delivery;
- (b) if sent by registered mail or prepaid mail or mailed in Canada, be deemed to have been received on the fifth Business Day following the date of mailing; or
- (c) if sent by fax transmission or e-mail, be deemed to have been received when a legible fax or e-mail is received by the recipient if received before 5:00 p.m. on a Business Day, or on the next Business Day if such fax or e-mail is received on a day which is not a Business Day or after 5:00 p.m. on a Business Day.

In the event of any discontinuance or disruption of mail, fax or e-mail services at any time prior to the deemed receipt of any notice, all notices, requests, demands and other communications must be delivered or sent by a communication service which is not discontinued or disrupted.

### 17.2 Dealings with the Board

No person, partnership, corporation, association or organization dealing with the Board is obligated to see to the application of any funds or property of the Pension Fund, to see that the terms of this Agreement have been complied with or to inquire into the necessity for or the expediency of any act of the Board.

### 17.3 No Duty to Inquire

A person dealing with the Board does not have to inquire into any decision or authority of the Board or into the ability of the Board to receive any monies, securities or other property paid or delivered to the Board and may rely upon any document required to be executed by the Board which has been executed as provided herein, as having been duly authorized.

#### 17.4 Severance of Illegal Provisions

If any provision of this Agreement or the Plan Text are held to be illegal or invalid for any reason, such illegality or invalidity does not affect the remaining portions of this Agreement or the Plan Text, unless such illegality or invalidity materially prevents the accomplishment of the respective objectives and purposes of the Plan Text or this Agreement, as determined by the Board.

#### 17.5 Binding Effect

This Agreement and the Plan Text, and any amendments thereto, are binding upon the Trustees, the Union, the City, the Members and their respective beneficiaries, dependents, estates, heirs, executors, administrators, successors and assigns.

#### 17.6 Governing Law

The Province of Saskatchewan is the legal location of the Pension Fund and all questions pertaining to the validity, construction and administration of this Agreement and of the Plan Text must be determined in accordance with the laws of the Province of Saskatchewan. Any litigation which arises pursuant to or in connection with this Agreement, the Plan Text or any of their respective provisions, must be referred to the courts in the Province of Saskatchewan.

#### 17.7 Survival of Provisions

The provisions of this Agreement which by their context are meant to survive the termination of this Agreement will so survive the termination of this Agreement.

#### 17.8 Further Assurances

Each party hereto must from time to time and at any time hereafter, upon each reasonable written request to do so, make, do, execute and deliver or cause to be made, done, executed and delivered all further acts, deeds, assurances, things and written instruments as may be necessary in the opinion of any party, for more effectively implementing and carrying out the intent of this Agreement.

#### 17.9 Time of Essence

Time is of the essence of this Agreement and of every part hereof. All time limits must be strictly observed.

#### 17.10 Counterparts

This Agreement and any document prepared in connection with the Plan Text or the Pension Fund may be signed in counterparts, each of which when delivered shall be deemed to be an original and all of which together shall constitute one and the same document. A signed fax or electronically transmitted copy of this Agreement or any document referenced herein shall be effectual and valid proof of execution and delivery.

**IN WITNESS WHEREOF** the parties have executed this Agreement on \_\_\_\_\_, 2015.

**THE CITY OF SASKATOON**

Per: \_\_\_\_\_  
Authorized Signing Officer

Per: \_\_\_\_\_  
Authorized Signing Officer

**THE INTERNATIONAL ASSOCIATION OF  
FIREFIGHTERS, LOCAL 80**

Per: \_\_\_\_\_  
Authorized Signing Officer

Per: \_\_\_\_\_  
Authorized Signing Officer

**Signatures of Initial Trustees**

Pursuant to Section 4.5 of this Agreement, the following individuals agree to be the initial Trustees of the Pension Fund:

\_\_\_\_\_  
Signature of Trustee

\_\_\_\_\_  
Signature of Trustee

\_\_\_\_\_  
Name of Trustee

\_\_\_\_\_  
Name of Trustee

\_\_\_\_\_  
Date of signature

\_\_\_\_\_  
Date of signature

\_\_\_\_\_  
International Association of Fire Fighters',

Local 80

\_\_\_\_\_  
Appointing Body

\_\_\_\_\_  
International Association of Fire Fighters',

Local 80

\_\_\_\_\_  
Appointing Body

\_\_\_\_\_  
December 31, 2016

Expiration of Initial Term

\_\_\_\_\_  
December 31, 2017

Expiration of Initial Term

\_\_\_\_\_  
Signature of Trustee

\_\_\_\_\_  
Name of Trustee

\_\_\_\_\_  
Date of signature

\_\_\_\_\_  
International Association of Fire Fighters',

Local 80

\_\_\_\_\_  
Appointing Body

\_\_\_\_\_  
December 31, 2018

Expiration of Initial Term

\_\_\_\_\_  
Signature of Trustee

\_\_\_\_\_  
Signature of Trustee

\_\_\_\_\_  
Name of Trustee

\_\_\_\_\_  
Name of Trustee

\_\_\_\_\_  
Date of signature

\_\_\_\_\_  
Date of signature

\_\_\_\_\_  
City of Saskatoon  
Appointing Body

\_\_\_\_\_  
City of Saskatoon  
Appointing Body

\_\_\_\_\_  
December 31, 2016  
Expiration of Initial Term

\_\_\_\_\_  
December 31, 2017  
Expiration of Initial Term

\_\_\_\_\_  
Signature of Trustee

\_\_\_\_\_  
Name of Trustee

\_\_\_\_\_  
Date of signature

\_\_\_\_\_  
City of Saskatoon  
Appointing Body

\_\_\_\_\_  
December 31, 2018  
Expiration of Initial Term

**APPENDIX “A”**

**[Plan Text]**

APPENDIX "B"

**SASKATOON FIRE FIGHTERS' PENSION PLAN**  
**Appointment and Acceptance of Trust**

**TO: THE BOARD OF TRUSTEES OF THE SASKATOON FIRE FIGHTERS' PENSION PLAN**

\_\_\_\_\_

The undersigned acknowledges receipt of a copy of the Saskatoon Fire Fighters' Pension Plan Trust Agreement (the "Trust Agreement") pursuant to which the Saskatoon Fire Fighters' Pension Plan and the Saskatoon Fire Fighters' Pension Plan Pension Fund are created and constituted.

The undersigned is hereby appointed to act as a Trustee of the Pension Fund by the Appointing Body described below.

The undersigned has been appointed for a term ending on December 31, \_\_\_\_\_.

The undersigned consents to act as a Trustee of the Pension Fund pursuant to the terms of the Trust Agreement. The undersigned hereby accepts the trusts created and established by the Trust Agreement, and agrees to administer the Pension Fund in accordance with the provisions of that Trust Agreement.

DATED at \_\_\_\_\_, Saskatchewan, this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
[Name of Appointing Body]

\_\_\_\_\_  
Trustee

Per: \_\_\_\_\_

\_\_\_\_\_  
Witness

# **APPENDIX "A"**

## **SASKATOON FIRE FIGHTERS' PENSION PLAN**

**To Trust Agreement as between**

**The City of Saskatoon**

**And**

**The International Association of Fire Fighters, Local No. 80**

**Income Tax Act and Pension Benefits Act Registration Number PENDING**

**Effective January 1, 2016  
Version: November 12, 2015**

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# ARTICLE 1 - INTRODUCTION

## 1.1 History

- (1) The pension plan known as the City of Saskatoon Fire and Protective Services Department Superannuation Plan, registration number 0308262 ("Prior Plan"), was established by the City of Saskatoon ("City") effective January 1, 1977.
- (2) Pursuant to a Memorandum of Agreement dated March 25, 2015, the City and the Saskatoon Professional Fire Fighters' Union, Local 80 ("Union") agreed to freeze the Prior Plan as of December 31, 2015, and establish the Saskatoon Fire Fighters' Pension Plan ("Plan") as of January 1, 2016. Pursuant to the Memorandum of Agreement:
  - "active members" and "disabled members" of the Prior Plan (as those terms are defined in the Prior Plan) became Members of the Plan effective January 1, 2016;
  - Service in the Plan includes "service" (as defined in the Prior Plan) while a member of the Prior Plan;
  - The Plan is to be governed by a board of trustees with broad powers of administration and investment, and in respect of which the trustees appointed by the Union will hold the balance of power; and
  - all new Employees of the City of Saskatoon Fire Department will become Members of the Plan once eligible to join.
- (3) By Memoranda of Agreement dated November 16, 2015 the City and the Union amended their respective collective bargaining agreements to limit the City's liability in respect of the Plan in the manner set out in this Agreement.
- (4) *The regulations under the Pension Benefits Act have been amended to provide that the Plan is a "prescribed plan" for purposes of subsection 40(5)(b) of the Pension Benefits Act.*

## 1.2 Application of This Plan Text

- (1) The Plan Text is effective January 1, 2016, and applies to Members who retire, terminate or die after December 31, 2015.

## 1.3 Purpose of the Plan

- (1) The primary purpose of the Plan is to provide periodic lifetime retirement pensions to eligible Employees in respect of their service as Employees after December 31, 2015.
- (2) The Plan is considered a prescribed plan for the purposes of section 40(5) of the Pension Benefits Act. More specifically, if fixed rate Member and City contributions

are not sufficient to support the current benefit levels for both past and future service, benefits for past and/or future service will be reduced by amendments to this Plan Text in accordance with the Plan's Trust Agreement in order to keep the Plan sustainable.

## ARTICLE 2 - DEFINITIONS

### 2.1 Words and Terms

In the Plan, unless modified by the context, the following definitions shall apply:

- (1) “Actuarial Equivalent” or “Actuarially Equivalent” means a benefit of equivalent value determined using actuarial methods and assumptions that:
  - (a) are adopted by the Administrator on the advice of the Actuary,
  - (b) are determined in accordance with accepted actuarial practice as being suitable for the purpose for which they are used, and
  - (c) are reasonable and in compliance with Applicable Legislation.
- (2) “Actuary” means a person or firm appointed by the Administrator for the purposes of the Plan and who is, or one of whose employees is, a Fellow of the Canadian Institute of Actuaries.
- (3) “Administrator” means the board of trustees of the Plan established under the Trust Agreement.
- (4) “Applicable Legislation” means the Income Tax Act, the administrative rules of the Canada Revenue Agency, the Pension Benefits Act and any other relevant legislation applicable to Saskatchewan.
- (5) “Approved Form” means in the form acceptable to Canada Revenue Agency and the Financial and Consumer Affairs Authority for the Government of Saskatchewan as, from time to time, determined by the Administrator and containing all of the information required by the Administrator.
- (6) “Average Pensionable Earnings” means:
  - (a) in the case of a Member who has completed one hundred twenty (120) or more months of Contributory Service, the average of a Member's highest consecutive one hundred twenty (120) months of Pensionable Earnings prior to the Member's date of retirement, termination or death; or
  - (b) in the case of a Member who has completed less than one hundred twenty (120) months of Contributory Service, the total of the Member's Pensionable Earnings during such period divided by the Member's months of Contributory Service during such period.

- (7) "Average Wage" means the average of the weekly wages of the industrial aggregate in Canada as published by Statistics Canada for each month in the twelve (12) month period ending on June 30 of the immediately preceding calendar year.
- (8) "Beneficiary" means, in respect of a Member, the person designated or deemed to be designated as the Member's beneficiary in accordance with Article 13.
- (9) "Child" includes a stepchild and an adopted child.
- (10) "City" has the meaning ascribed thereto in Section 1.1.
- (11) "Commuted Value" means, in relation to benefits that a person has a present or future entitlement to receive, the actuarial present value of those benefits as determined by the Actuary in accordance with the Applicable Legislation in effect on the date the determination is made.
- (12) "Compensation" means compensation as defined under the Income Tax Act.
- (13) "Consumer Price Index" means the *Consumer Price Index* for all of Canada as published by Statistics Canada under the authority of the *Statistics Act (Canada)*.
- (14) "Contributory Service" means contributory service as described in Section 4.2.
- (15) "Credited Interest" means the amount of interest determined in accordance with the Plan and which is credited to contributions made by a Member, pursuant to Article 6.
- (16) "Dependant" means an unmarried Child of a Member who is dependent on the Member for support, and who is:
- (a) under eighteen (18) years of age throughout the calendar year that includes the date of the Member's death;
  - (b) eighteen (18) or more years of age but less than twenty-five (25) years of age, and is in full-time attendance at a school or university, having been in full-time attendance at a school or university continuously since the age of eighteen (18); or
  - (c) eighteen (18) or more years of age and disabled, having been continuously disabled since the age of eighteen (18) or the date of the Member's death, whichever is later.
- (17) "Disability Income Plan" means the disability income protection plan covering Fire Department employees, who are also members of the Plan, after they have been disabled for six months, as it may be in effect from time to time.
- (18) "Disabled Member" means a Member who is disabled, as certified by a Medical Doctor, and who establishes a claim under the Disability Income Plan or *The Workers'*

*Compensation Act*. A Disabled Member ceases to be a Disabled Member on the earliest of the following dates:

- (a) the Disabled Member's date of death;
  - (b) the Disabled Member's Normal Retirement Date, at which point the Disabled Member becomes a Pensioner and shall receive retirement benefits in accordance with Article 8; or
  - (c) the Disabled Member ceases to be entitled to receive benefits under either the Disability Income Plan or *The Workers' Compensation Act*.
- (19) "Employee" means a uniformed employee of the City of Saskatoon Fire Department.
- (20) "Family Property Act" means The Family Property Act (Saskatchewan) and the regulations issued thereunder.
- (21) "Fund" means the assets held in trust under the Trust Agreement to provide for the payment of benefits as described in the Plan to Members and their Beneficiaries, the name of which is the "Saskatoon Fire Fighters' Pension Fund".
- (22) "Fund Custodian" means any person, firm or corporation as may from time to time be appointed by the Administrator for the purpose, among other things, of the holding for safekeeping and reporting of all assets and investment whatsoever made by and for the Fund.
- (23) "Income Tax Act" means the Income Tax Act (Canada) and the regulations thereunder.
- (24) "Indexed Compensation" means, in respect of a specific year, Compensation for the year, indexed to reflect increases in the Average Wage from the year to the year of retirement.
- (25) "Insurer" means a company licensed to issue life annuities in Canada or in any of the Provinces of Canada.
- (26) "Leave of Absence" means any period of absence granted to an Employee by the fire chief and confirmed by the City.
- (27) "Locked-in" is a term used to describe benefits which ultimately must be used to provide a lifetime pension, and, except as provided for by Applicable Legislation, may not otherwise be withdrawn, surrendered or commuted for cash.
- (28) "Medical Doctor" means a qualified medical doctor who has been approved by the Administrator and who is licensed to practice under the laws of a province of Canada.

- (29) "Member" means a person who has joined the Plan in accordance with the requirements of Article 3 and who remains entitled to any benefit under the Plan.
- (30) "Normal Form" means the form of retirement pension payment described in Section 10.1.
- (31) "Normal Retirement Date" means a Member's normal retirement date as described in Section 7.1.
- (32) "Pension Benefits Act" has the meaning ascribed thereto in Section 1.1.
- (33) "Pension Contributions" means pension contributions determined in accordance with Section 5.1, Section 17.1 and Section 17.2.
- (34) "Pensionable Earnings" means the monthly remuneration earned by the Member, as determined by the City for the purposes of the Plan. Pensionable Earnings may include prescribed compensation as permitted and described in the Income Tax Act. For greater clarity, Pensionable Earnings exclude all amounts received by a Member with respect to employment with the City for periods prior to January 1, 2016.

Pensionable Earnings for a Disabled Member shall include the monthly remuneration deemed to be earned by the Member, where, for the period during which the Disabled Member receives benefits under the Disability Income Plan or *The Workers' Compensation Act*:

- (a) the Member's regular employment classification shall, for the purpose of calculating the Member's Average Pensionable Earnings, be deemed to be the employment classification which the Member occupied at the time the Member became entitled to receive such disability benefits; and
- (b) the Member's Pensionable Earnings shall, for the purpose of calculating the Member's Average Pensionable Earnings, be deemed to be the salary payable by the City in respect of the Member's regular employment classification at the rates in effect from time to time during the period the Member receives such disability benefits.

Pensionable Earnings for an Employee who works less than full-time, where contributions are being credited to the Plan on behalf of the Member, shall be the annualized earnings as if the Employee worked on a full-time basis, calculated using the actual number of days worked each year.

- (35) "Pensioner" means a Member who has been granted a retirement benefit pursuant to Article 9. A Member becomes a Pensioner on his or her date of retirement.
- (36) "Plan" has the meaning ascribed thereto in Section 1.1.

- (37) "Plan Text" means this document.
- (38) "Plan Year" means the twelve (12) month period ending on December thirty-first (31st) each year. The Plan Year shall be the fiscal year of the Fund.
- (39) "Postponed Retirement Date" means a Member's retirement date as described in Section 7.3.
- (40) "Prior Plan" has the meaning ascribed thereto in Section 1.1.
- (41) "RRIF" means a registered retirement income fund as defined under the provisions of the Income Tax Act.
- (42) "RRSP" means a registered retirement savings plan as defined under the provisions of the Income Tax Act.
- (43) "Service" means the period of employment with the City determined in accordance with Section 4.1.
- (44) "Spouse" means, in respect of a Member, a person who, as of the relevant date:
- (a) is married to a Member; or
  - (b) if the Member is not married, a person with whom the Member is cohabiting as spouses at the relevant time and who has been cohabiting continuously with the Member as his or her spouse for at least one year prior to the relevant time.
- (45) "Terminated Member" means a Member who:
- (a) has undergone a Termination of Service;
  - (b) has not rejoined the Plan in accordance with Subsection 3.3(2);
  - (c) has not received a lump sum settlement of his or her Plan entitlements; and
  - (d) has not commenced to receive a pension under the Plan.
- (46) "Termination of Service" means the voluntary termination of employment by the Employee prior to his or her date of pension commencement or death, or discharge, for any reason, from employment by the City prior to the Employee's date of pension commencement or death.
- (47) "Transfer-in Contributions" means pension contributions determined in accordance with Section 17.3.

- (48) "Trust Agreement" means the trust agreement made as of January 1, 2016 between the City and the Union.
- (49) "Union" has the meaning ascribed thereto in Section 1.1.
- (50) "Vested" means, in respect of a Member who has undergone a Termination of Service, a Member who, as of the date the Member underwent a Termination of Service has two or more years of Service.
- (51) "YMPE" means the Year's Maximum Pensionable Earnings as defined under the Canada Pension Plan.

## **2.2 General**

- (1) Unless the context requires otherwise:
- (a) gender specific terms include both genders and include a corporation, partnership, society, association or union;
  - (b) words importing the singular number may be construed to extend to and include the plural number and words importing the plural number may be construed to extend to and include the singular number; and
  - (c) where a word or expression is defined, other parts of speech and grammatical forms of the same word or expression will have corresponding meanings.
- (2) The headings used herein are for ease of reference and do not form part of the Plan Text.
- (3) References to an Article, Section, Subsection or paragraph mean an Article, Section, Subsection or paragraph in this Plan Text.
- (4) The expressions "herein", "hereof", "hereto", "above", "below" and similar expressions used in any Article, Section, Subsection or paragraph of this Plan Text refer and relate to the whole of this Plan Text and not to that Article, Section, Subsection or paragraph only, unless otherwise expressly provided.
- (5) Any reference to a statute, a regulation, any other form of statutory instrument, the Trust Agreement, this Plan Text or any other document applicable to the Plan is deemed to read to refer to the statutory instrument or document as it is validly amended from time to time.
- (6) In the event of any inconsistency between the terms of the Trust Agreement and

this Plan Text, the terms of the Trust Agreement prevail.

- (7) If any provision of this Plan Text is held illegal or invalid for any reason, such illegality or invalidity shall not affect the validity of the remainder of the Plan and the remainder shall continue in full force and effect and shall be construed as if the Plan had been drafted without the invalid or illegal portion.

## **ARTICLE 3 - ELIGIBILITY AND MEMBERSHIP**

### **3.1 Eligibility**

- (1) Subject to paragraph (3), any Employee who was employed by the City on January 1, 2016 and who was an “active member” or “disabled member” of the Prior Plan (as those terms are defined in the Prior Plan) on December 31, 2015 shall join the Plan on January 1, 2016.
- (2) Subject to paragraph (3), an Employee who was not employed by the City on December 31, 2015 and who is employed by the City on or after January 1, 2016 on:
  - (a) a full-time basis is required to join the Plan commencing on the date the Employee becomes employed on a full-time basis; and
  - (b) other than full-time basis may elect to join the Plan, after completion of twenty-four (24) months of Service and provided that in each of the two consecutive calendar years immediately prior to joining the Plan, the Employee has:
    - (i) earned at least thirty-five percent (35%) of the YMPE as an Employee; or
    - (ii) completed at least 700 hours of employment as an Employee.
- (3) Notwithstanding paragraphs (1) and (2), an Employee who is within one month of the December 1st of the calendar year in which the Employee attains seventy-one (71) years of age shall not be eligible to join the Plan.

### **3.2 Membership**

- (1) An Employee who is required to or elects to join the Plan must complete and provide an Approved Form to the Administrator.
- (2) An Employee who becomes a Member must remain a Member while employed by the City, and cannot withdraw contributions from the Plan, borrow against the contributions, or, except as provided in Subsection 5.1(6), discontinue making contributions under Section 5.1.

### **3.3 Re-employment**

- (1) If a Pensioner returns to the employ of the City and re-commences contributing to the Plan, payment of all retirement benefits is suspended during the period of re-

employment. Upon subsequent retirement, the Member's retirement benefits will be recalculated in accordance with the Plan and Applicable Legislation.

- (2) If a Terminated Member commences employment with the City, the Terminated Member's benefits, if any, for any prior period of membership will not be affected in any way. Such Terminated Member must be treated for all purposes of the Plan as a new Employee, and subsequent periods of employment and compensation will be treated independently and separately from any such prior periods for all purposes of the Plan.
- (3) If an individual who was previously employed by the City and is not a Member and therefore has no entitlements under the Plan, commences employment with the City, that individual's prior period of employment with the City, and any earnings derived from such employment, will be ignored for all purposes of the Plan.
- (4) Notwithstanding paragraphs (1) and (2) and for further clarity, should it become necessary to reduce benefits under the Plan pursuant to the Trust Agreement, benefits with respect to all Contributory Service accrued under the Plan for a re-employed Pensioner or Terminated Member shall be subject to such reduction.

## **ARTICLE 4 – SERVICE AND CONTRIBUTORY SERVICE**

### **4.1 Service**

- (1) Service means employment in Canada with the City, determined in accordance with the following rules:
  - (a) No deduction shall be made in the computation of Service of an Employee for any period granted for Leave of Absence with full, partial or no Pensionable Earnings.
  - (b) Notwithstanding paragraph (a), no periods granted for Leave of Absence with partial or no Pensionable Earnings may be included in the computation of Service that, in aggregate, exceed:
    - (i) five (5) years of unpaid Leaves of Absence, excluding maternity leaves; and
    - (ii) eight (8) years of unpaid Leaves of Absence, including maternity leaves.
  - (c) No deduction shall be made in the computation of Service for any period of disability, including waiting periods.
  - (d) For further certainty, but subject to Subsection 3.3(3), Service shall include "continuous service" as defined under the Prior Plan and any period of "contributory service" purchased in accordance with section 10 in the Prior Plan text.
  - (e) Service shall also include any period of Eligible Purchasable Service purchased in accordance with Section 17.3

### **4.2 Contributory Service**

- (1) Contributory Service means any period of Service after December 31, 2015 in respect of which a Member makes Pension Contributions to the Plan in accordance with Section 5.1.
- (2) In the case of a Member who is employed on a less than full-time basis, Contributory Service in a month means the Contributory Service earned in a month by a Member employed on a full-time basis, multiplied by the ratio of the number of hours worked in the month by the Member to the number of hours the Member would have worked in the month if the Member had been employed on a full-time basis.
- (3) For further certainty, Contributory Service shall not include any period of Service prior to January 1, 2016.

- (4) A Disabled Member shall continue to accrue Contributory Service in the normal manner while in receipt of benefits from the Disability Income Plan or pursuant to *The Workers' Compensation Act*.
- (5) Contributory Service shall also include any period of service purchased in accordance with Section 17.1, Section 17.2 and any period of Eligible Purchasable Service purchased in accordance with Section 17.3.

## **ARTICLE 5 - CONTRIBUTIONS**

### **5.1 Member Contributions**

- (1) Subject to the Trust Agreement, every Member who is an Employee shall make Pension Contributions for the period after December 31, 2015 by contributing 9.0% of Pensionable Earnings.
- (2) A Disabled Member shall not make Pension Contributions to the Plan.
- (3) A Member's Pension Contributions shall be deducted and deposited in the Fund by the City not less frequently than monthly and no later than 30 days following the end of the month in which the Pension Contributions were received by the City from the Member or were deducted from the Member's Pensionable Earnings.

### **5.2 City Contributions**

- (1) Provided that the Actuary expresses the opinion that, for the purposes of s. 147.2(2) of the Income Tax Act, City contributions at a rate of 9.0% of the Pensionable Earnings of the Members who are Employees are required to be made so that the Plan will have sufficient assets to pay benefits under the defined benefit provisions of the Plan, as registered, the City shall pay into the Fund monthly an amount equal to 9.0% of the Pensionable Earnings of the Members who are Employees. For greater certainty, since the defined benefit provisions of the Plan, as registered, include the benefit variation provisions of Articles 9 to 13 of the Trust Agreement, applied on the presumption of continuation of City contributions at the above rate, the City contributions required to support those benefits must always be no greater than 9.5%, of the Pensionable Earnings of the Members who are Employees.
- (2) Subject to Applicable Legislation, City contributions shall be deposited in the Fund no later than 30 days following the end of the month to which the contributions relate.

### **5.3 Maximum Member Contributions**

- (1) The aggregate amount of Pension Contributions made by a Member in respect of a calendar year must not exceed the amount determined pursuant to subsections 8503(4) and (5) of the Income Tax Regulations.
- (2) Notwithstanding any other provision of this Plan Text, no Pension Contributions shall be made in respect of any amounts paid to an Employee in respect of a calendar year in excess of the amount which provides the maximum lifetime benefit entitlement permitted under the Income Tax Act for that calendar year, and such excess amounts shall be ignored for all purposes of the Plan, including the calculation of the amount of Contributions payable by the City and the Employee, or

the benefits payable to that Employee.

#### **5.4 Return of Excessive Contributions**

- (1) Member or City contributions must be returned to the contributor if any contribution maximum under the Income Tax Act has been exceeded and as a result the Plan's registration under the Income Tax Act could be revoked.
- (2) Such returns to the contributors must be taken in proportionate amounts from the contributions the Member and the City made pursuant to Sections 5.1 and 5.2.

#### **5.5 Permissible Contributions**

- (1) No contribution or gift may be made to or under this Plan except as provided herein.

## ARTICLE 6 – CREDITED INTEREST

### 6.1 Rate of Credited Interest

- (1) Credited Interest for each Plan Year shall be computed on Member's Pension Contributions and Transfer-in Contributions at the rate of interest determined on the basis of the average of the yields of five-year personal fixed term chartered bank deposit rates, published monthly in the Bank of Canada Review as CANSIM Series V122515, over the most recent period for which the rates are available, with an averaging period equal to the number of months in the period for which interest is to be applied to a maximum of 12 months, rounded downwards to the next full 1/10 of 1% where that calculation would result in a fraction of 1% that is expressed other than as a multiple of a full 1/10 of 1%.
- (2) Credited Interest shall be applied at least annually to Member Pension Contributions and Transfer-in Contributions from the date the Pension Contributions and Transfer-in Contributions are made to the Fund.
- (3) For the purpose of applying Credited Interest to Member Pension Contributions made during a Plan Year, Credited Interest shall be applied at one-half (1/2) of the rate of Credited Interest applicable for the Plan Year.
- (4) For the purpose of applying Credited Interest to Member Transfer-in Contributions made during a Plan Year, Credited Interest shall be applied at one-half (1/2) of the rate of Credited Interest applicable for the Plan Year.

## **ARTICLE 7 - RETIREMENT DATES**

### **7.1 Normal Retirement Date**

- (1) The Normal Retirement Date of a Member shall be the first day of the month immediately following the Member's sixtieth (60th) birthday.

### **7.2 Early Retirement Date**

- (1) For reasons other than ill health, a Member may retire on the first day of any month on or after the earlier of:
  - (a) the completion of at least thirty (30) years of Service, excluding periods of layoff; or
  - (b) the attainment of the age of fifty (50) years and two (2) years of Service.
- (2) For reasons of ill health, where ill health is based on grounds of total and permanent disability as defined in the Income Tax Act, a Member may retire on the first day of any month in the 10-year period prior to the Member's Normal Retirement Date or upon completion of 25 years of Service, subject to the following conditions:
  - (a) the Member must have completed at least two (2) years of Service;
  - (b) the Member must provide the Administrator with a certificate from a physician licensed to practice medicine in a province or territory of Canada;
  - (c) the Administrator may secure whatever additional medical advice deemed necessary to substantiate the Member's entitlement to early retirement on such grounds; and
  - (d) the decision of the Administrator shall be deemed final and binding in regard to the health status of the Member related to the question of early retirement on such grounds.

### **7.3 Postponed Retirement Date**

- (1) A Member may not remain in the service of the Fire Department of the City beyond the Member's Normal Retirement Date and as a result, there is no applicable postponed retirement date.

## **ARTICLE 8 - CALCULATION OF PENSION BENEFITS**

### **8.1 Lifetime Pension**

- (1) The monthly lifetime pension payable under the Plan shall be equal to:
  - (a) with respect to Contributory Service on and after January 1, 2016:  
 $1.60\% \times \text{Average Pensionable Earnings} \times \text{Contributory Service during such period.}$

### **8.2 Income Tax Act Limits**

- (1) The monthly lifetime pension calculated pursuant to Section 8.1 and, if applicable, reduced pursuant to Section 9.2, following a Member's retirement, shall not exceed the lesser of:
  - (a) the defined benefit limit permitted under the Income Tax Act at the earlier of the Member's date of retirement, termination or death, and
  - (b) 2% of the Member's average Indexed Compensation for the three highest years of such Compensation,  
  
multiplied by the Member's Contributory Service and divided by twelve (12), which product must be reduced, if applicable, by the minimum reduction required by paragraph 8503(3)(c) of the Income Tax Regulations.
- (2) The limits in paragraph (1) must be applied to the annual amount of pension payable pursuant to Section 8.1 at the time it starts to be paid before any reduction pursuant to paragraph 10.1(2) to provide a spousal pension or pursuant to Section 10.2 to provide an optional form of pension.

### **8.3 Adjustments to Pensions in Payment**

- (1) On January 1st of each calendar year, each Pensioner and Spouse in receipt of a pension shall be eligible to receive a cost-of-living increase to their pension in payment.
- (2) Subject to the Trust Agreement, the amount of the cost-of-living increase on January 1st of each calendar year, expressed as a percentage of the pension to which a Pensioner or Spouse is receiving, shall be equal to twenty-five percent (25%) of the increase in the Consumer Price Index for the twelve (12) month period ending October 31 of the most recent calendar year, but shall not be less than zero. Notwithstanding the foregoing, the amount of the cost-of-living increase payable on the 1st of January immediately following a Pensioner's date

of retirement shall be prorated if the date of retirement precedes the date of the cost-of-living increase by less than 12 months.

For greater certainty, should a future amendment adjust the percentage increase in this paragraph (2), whether upward or downward, any such adjustment (including a reduction to nil %) will apply to the entire amount of all pensions in pay under the Plan on and after the effective date of such amendment, including pensions which commenced payment under the Plan prior to the effective date of the amendment.

- (3) The sum of cost-of-living increases provided to a Pensioner or Spouse after pension commencement, when added to the Pensioner's original pension entitlement as determined in accordance with Section 8.1 on the date of retirement, shall not exceed the amount of such original pension entitlement increased by the percentage corresponding to the increase in the Consumer Price Index since the Pensioner's date of retirement.

#### **8.4 No Duplication of Benefits**

- (1) In respect of the same period of Service, there shall be no duplication of benefits as between the Plan and any other registered pension plan sponsored by the City or in which the City is a participating employer.

## **ARTICLE 9 - BENEFITS PAYABLE ON RETIREMENT**

### **9.1 Normal Retirement Pension**

- (1) On the Member's Normal Retirement Date, a Member shall be entitled to receive an immediate pension calculated in accordance with Section 8.1 and payable in accordance with Section 10.1.

### **9.2 Early Retirement Pension**

- (1) A Member, who is not a Terminated Member, who retires in accordance with Subsection 7.2(1) and whose age plus Service on that date totals 85 or more years, is entitled to receive an immediate pension calculated in accordance with Section 8.1 and payable in accordance with Section 10.1.
- (2) A Member, who is not a Terminated Member, who retires in accordance with Subsection 7.2(1) and whose age plus Service on that date does not total 85 or more years, is entitled to receive an immediate pension calculated in accordance with Section 8.1 and payable in accordance with Section 10.1. Such immediate pension shall be reduced by 5% multiplied by the lesser of:
  - (a) one half of the number of years and portions thereof by which the sum of the Member's age plus Service on the date of retirement is less than 85 years; and
  - (b) the number of years and portions thereof between the Member's date of retirement and the Member's Normal Retirement Date.
- (3) A Member, who is not a Terminated Member, who retires in accordance with Subsection 7.2(2) is entitled to receive an immediate pension calculated in accordance with Section 8.1 and payable in accordance with Section 10.1.
- (4) Notwithstanding paragraphs (1), (2) or (3), all reductions applied to immediate pensions shall be increased, if need be, to ensure compliance with the Income Tax Act.

## ARTICLE 10 – FORMS OF PENSION

### 10.1 Normal Form of Pension

- (1) The Normal Form of pension is a monthly payment payable for life and shall include a guarantee that payments shall be made for a total of 120 payments, with the first payment due on the last day of the month in which the Member retires. The last payment is due on the last day of the month in which the Member dies and is a full month's payment. If the Pensioner dies before receiving 120 monthly payments, the Commuted Value of the remaining monthly payments shall be paid as a single lump sum payment to the Pensioner's Beneficiary.
- (2) Notwithstanding paragraph (1), if a Member has a Spouse on the date the Member retires the Normal Form of pension is a monthly payment payable to the Member for the Member's lifetime with sixty percent (60%) of the Member's monthly pension, or less than sixty percent (60%) if the Member so elects in accordance with paragraph (4), continuing after the Member's death to that surviving Spouse. In addition, this form of payment shall include a guarantee that payments shall be made for a total of 60 payments prior to cessation or reduction. If the Pensioner and the Pensioner's Spouse die before receiving 60 monthly payments, the Commuted Value of the remaining monthly payments shall be paid as a single lump sum payment to the Pensioner's Beneficiary.
- (3) The amount of pension paid in the form described in paragraph (2) shall be Actuarially Equivalent to the form of pension described in paragraph (1).
- (4) A Member may elect a form of pension that continues to the Spouse at a rate less than sixty percent (60%) after the Member's death, if the Spouse waives the entitlement within ninety (90) days before commencement of payment on a form and in the manner prescribed by Applicable Legislation.

### 10.2 Optional Forms of Pension

- (1) In lieu of the Normal Form of pension, a Member may elect, by completing the Approved Form prior to their date of retirement, an optional form of pension. A Member may change or revoke any such election any time prior to their date of retirement. If a Member fails to properly elect an optional form of pension, the Member's pension shall be paid in the Normal Form.
- (2) In lieu of the Normal Form of pension, a Member may elect to receive, subject to Subsection 10.1(4), one of the optional forms of pension described below.
  - (a) **Lifetime Annuity – 15 Years Certain:** A Lifetime Annuity 15 Years Certain is a monthly payment payable for the life of a Pensioner. If the Pensioner dies

before receiving 180 monthly payments, respectively, the balance of the payments are payable to the Pensioner's Beneficiary.

- (b) **Joint Life Annuity – 5, 10 or 15 years Certain:** A Joint Life Annuity is a monthly payment payable for the life of a Pensioner, with a minimum of 60, 120 or 180 monthly payments to be made in respect of the Pensioner, as applicable. If the Pensioner dies before the Pensioner's Spouse, payments will continue for the life of the Spouse. In electing this option, the Pensioner specifies that the payments continuing to the Pensioner's Spouse, subsequent to the expiry of the applicable certain period, be 60%, 75% or 100% of the amount payable to the Pensioner. If the Pensioner and the Pensioner's Spouse die before receiving 60, 120 or 180 monthly payments, as applicable, the Commuted Value of the remaining monthly payments shall be paid as a single lump sum payment to the Pensioner's Beneficiary.

If a Pensioner's Spouse dies before the Pensioner begins to receive retirement payments, the Pensioner's election of a Joint Life Annuity is void and, unless the Pensioner elects otherwise, retirement payments are paid in the Normal Form.

- (3) At the discretion of the Administrator, a Member who retires prior to age 65 may, in conjunction with the Normal Form or optional form of pension, elect to receive a pension that is integrated with the payment of Canada Pension Plan benefits commencing after the Member's retirement.
- (4) The Administrator may choose to offer any other optional form of pension not described herein, provided it is permitted under Applicable Legislation.
- (5) The amount of pension paid under paragraphs (2), (3) or (4) shall be Actuarially Equivalent to the Normal Form of pension described in Section 10.1.

### **10.3 Reduced Life Expectancy**

- (1) If a Member who becomes entitled to a lifetime pension establishes, by a certification from a Medical Doctor, that such Member has a mental or physical disability that is likely to shorten considerably the Member's life expectancy, the Member may elect to receive a lump sum payment that is Actuarially Equivalent to the Member's lifetime pension in lieu of the benefits otherwise payable under the Plan.

### **10.4 Small Pensions**

- (1) Subject to Applicable Legislation, the Administrator may pay the Commuted Value of a Member's pension to the Member in a lump sum where:
- (a) the annual pension is less than four percent (4%) of the YMPE in the year in which the payment occurs; or

- (b) the Commuted Value of the pension is less than twenty percent (20%) of the YMPE in the year in which the payment occurs.
- (2) Where a lump sum payment is made to a Member pursuant to paragraph (1), such payment represents a full and complete discharge of the Member's entitlement to benefits from the Plan.

## **ARTICLE 11 – BENEFITS PAYABLE ON TERMINATION**

### **11.1 Termination Prior to Becoming Vested**

- (1) A Terminated Member who is not Vested shall be entitled to a lump sum refund equal to the sum of:
  - (a) the Terminated Member's Pension Contributions accumulated with Credited Interest to the date of termination; plus
  - (b) the Terminated Member's Transfer-in Contributions accumulated with Credited Interest to the date of termination.

### **11.2 Termination After Becoming Vested**

- (1) A Terminated Member who is Vested and undergoes a Termination of Service prior to the earliest day on which the Member could receive an immediate pension pursuant to the Plan shall be entitled to a deferred retirement benefit determined in accordance with Section 8.1, payable in the Normal Form, commencing at the Member's Normal Retirement Date. In lieu of receiving a deferred retirement benefit, the Member shall receive the following termination benefit as a lump sum transfer in accordance with paragraph (2) below. The transfer amount shall be equal to the sum of:
  - (a) the Commuted Value of the deferred retirement pension but excluding any pension associated with a period of Eligible Purchasable Service purchased in accordance with Section 17.3; plus
  - (b) the Terminated Member's Transfer-in Contributions accumulated with Credited Interest to the date of termination.
- (2) The amount calculated in the above paragraph (1) may be transferred to:
  - (a) another registered pension plan, if permitted by that plan and if the payment will be treated by the administrator of the other plan as a Locked-In benefit; or
  - (b) a Locked-In RRSP in the Member's name; or
  - (c) an Insurer towards the purchase of a deferred pension that is not commutable and that will not commence earlier than the earliest day on which the pension could have commenced pursuant to this Plan; or
  - (d) any other prescribed retirement plan that is permitted pursuant to Applicable Legislation.

- (3) Notwithstanding paragraph (2), any amount by which the amount calculated in paragraph (1)(a) exceeds the prescribed Commuted Value shall be paid as a lump sum refund, less withholding tax.
- (4) If the Terminated Member does not elect a form of payment within ninety (90) days after the receipt of the termination statement, the Terminated Member is deemed to have elected a deferred retirement pension.

### **11.3 Effect of Settlement**

- (1) Upon settlement of a Member's benefits under this Article 11 by transfer, or otherwise by payment out of the Plan, the Member shall cease to be a Member and shall cease to have any interests in the Plan or the Fund in relation to the period of membership to which those benefits related.

## **ARTICLE 12 – BENEFITS PAYABLE ON DEATH**

### **12.1 Death Before Pension Commencement**

- (1) If a Member dies prior to commencing to receive a retirement pension, and is survived by a Spouse, the Spouse shall be entitled to the Commuted Value of the Member's retirement pension, calculated in accordance with Section 8.1 and reduced, if applicable, in accordance with Section 9.2.
- (2) Notwithstanding paragraph (1), if a Member dies prior to commencing to receive a retirement pension and is eligible for early retirement in accordance with Section 7.2, and is survived by a Spouse, the Spouse shall be entitled to receive a monthly pension commencing the day following the Member's death and payable for the Spouse's lifetime. The amount of the monthly pension is calculated as the greater of:
  - (a) the Actuarial Equivalent monthly pension that can be provided by the lump sum value determined pursuant to Subsection 12.1(1); and
  - (b) the monthly pension that Member's Spouse would have received, assuming the Member had elected to retire on the date of death and had elected a retirement pension in accordance with Subsections 10.1(2) and 10.1(3).
- (3) In lieu of the lifetime pension described in paragraph (2), the Spouse may elect a lifetime pension with a 5, 10 or 15 year certain, where such pension shall be Actuarially Equivalent to the pension calculated in paragraph (2).
- (4) If a Member dies prior to commencing to receive a retirement pension, and is not survived by a Spouse, the Member's Beneficiary shall be entitled to receive a lump sum payment equal in value to the amount calculated in accordance with paragraph (1).

### **12.2 Portability Options**

- (1) The lump sum value determined in accordance with Subsection 12.1(1) shall be paid as:
  - (a) a lump sum cash payment; or
  - (b) a transfer to another registered pension plan on a Locked-In basis, if permitted by that plan; or
  - (c) a transfer to a Locked-In RRSP in the Spouse's name; or
  - (d) a transfer to an Insurer to purchase an immediate or deferred pension in

accordance with Applicable Legislation; or

- (e) a transfer to any other prescribed retirement plan that is permitted pursuant to Applicable Legislation.

### **12.3 Death After Pension Commencement**

- (1) If a Member dies after commencing to receive a retirement pension, the death benefit payable to the Member's Beneficiary shall be determined according to the form of pension that had been elected or deemed elected by the Member in accordance with Article 10.

### **12.4 Identity of Beneficiary**

- (1) If there is any doubt as to the identity of the Beneficiary or as to whether the Beneficiary is the person legally entitled to receive any benefits hereunder, payments of any such benefit may be withheld for a reasonable time to permit investigation to be made, and any Beneficiary or claimant shall on demand be obliged to furnish all information and to produce such proof of identity and of right to such benefits as may be reasonable in the circumstances.

### **12.5 Effect of Settlement**

- (1) Upon settlement of a Spouse's or a Beneficiary's entitlement under this Article 12, the Member shall cease to be a Member and no person shall have any further interest in the Plan or the Fund in relation to the Member.

## ARTICLE 13 – DESIGNATION OF BENEFICIARY

### 13.1 Designation of Beneficiary

- (1) A Member's Beneficiary is:
  - (a) the Member's Spouse if the Member has a Spouse and the Spouse has not waived entitlement to such death benefits in accordance with the Pension Benefits Act; or
  - (b) the person or persons designated by the Member, which may include any Dependants, in accordance with paragraph (2) below, if the Member has no Spouse or the Member's Spouse has waived entitlement to such death benefits in accordance with the Pension Benefits Act; or
  - (c) the Member's estate if there is no Beneficiary as described in paragraphs (a) and (b) of this Subsection in respect of the Member who is alive at the time of the Member's death.
- (2) A Member may designate a Beneficiary pursuant to paragraph (b) of Subsection (1) by providing notice, in writing or electronically, in the Approved Form to the Administrator, and may further alter or revoke such designation by providing notice, in writing or electronically, in Approved Form to the Administrator, subject to any statutory conditions or limitations which may be applicable governing the designation of Beneficiaries.
- (3) At any time prior to the death of a Member, the Member's Spouse may waive entitlement to the death benefit described in Article 12 by filing with the Administrator a signed waiver form as prescribed by the Pension Benefits Act.
- (4) A Member's Spouse who has filed a signed waiver form with the Administrator in accordance with paragraph (3) above may revoke such waiver provided notice of such revocation is filed with the Administrator prior to the death of the Member.

## ARTICLE 14 – 50% EXCESS CONTRIBUTIONS

### 14.1 Maximum Employee Funding

- (1) If a Member commences a pension, undergoes a Termination of Service or dies before commencing a pension, the value, if any, of the Member's Pension Contributions with Credited Interest that exceeds 50% of the Commuted Value of the pension earned by the Member with respect to all of the Member's Contributory Service but excluding Eligible Purchasable Service purchased in accordance with Section 17.3, shall be:
  - (a) returned to the Member, or Spouse or Beneficiary if applicable, in cash,
  - (b) transferred to an RRSP in the name of the Member or, if applicable, surviving Spouse, or
  - (c) transferred to any other vehicle permitted by the Pension Benefits Act.
- (2) If a Member receives a payment pursuant to paragraph (1) on Termination of Service, the Member has no further entitlement under this Article 14 on subsequent death or pension commencement.

## **ARTICLE 15 – NON-ASSIGNMENT AND NON-COMMUTATION OF BENEFITS**

### **15.1 Limitation of Assignment**

- (1) Except as otherwise provided in the Plan Text, or as required by applicable law, the pension benefits payable under this Plan cannot be assigned, charged, anticipated, given as security or surrendered and are exempt from execution, seizure or attachment. Any transaction purporting to assign, charge, anticipate, give as security or surrender such monies is void.

### **15.2 Enforcement of Maintenance Orders**

- (1) In accordance with the Pension Benefits Act, pension benefits that are payable to a Pensioner or Terminated Member are subject to garnishment pursuant to The Enforcement of Maintenance Orders Act for the purpose of enforcing a maintenance order as defined in that Act.

## **ARTICLE 16 – DIVISION OF BENEFITS ON SPOUSAL RELATIONSHIP BREAKDOWN**

### **16.1 Division of Pension Benefits**

- (1) Subject to paragraph (2), but notwithstanding any other provision of the Plan, the Administrator shall, on the breakdown of the spousal relationship of a Member, divide any retirement pension and other related ancillary benefits to which the Member is entitled to under the Plan in accordance with either:
  - (a) a court order made for the division of family property pursuant to the Family Property Act; or
  - (b) an interspousal agreement within the meaning of the Family Property Act, pursuant to which the Member and Spouse have entered into an agreement to divide their family property.
- (2) The division pursuant to paragraph (1) of a retirement pension and other related ancillary benefits of a Member who is not a Terminated Member or a Pensioner must not reduce the Commuted Value of such Member's retirement pension and other related ancillary benefits payable under the Plan to less than fifty percent (50%) of the Commuted Value of such Member's retirement pension and other related ancillary benefits payable under the Plan prior to the division.

### **16.2 Breakdown of Spousal Relationship Prior to Commencement of Pension**

#### **Member Not Eligible for Unreduced Pension**

- (1) If the breakdown of the spousal relationship occurs prior to the commencement of a Member's retirement pension payments and prior to the date on which the Member is eligible to receive an unreduced pension in accordance with Section 9.1, Subsection 9.2(1) or Subsection 9.2(3), whichever is applicable:
  - (a) the Member's Spouse is entitled to receive a lump sum payment equal to a portion, determined in accordance with Section 16.1, of the Commuted Value of the retirement pension earned by the Member during the period of spousal relationship as if the Member had terminated employment on the date mentioned in the court order or interspousal agreement; and
  - (b) the lump sum payment made to the Spouse in accordance with paragraph (1)(a) shall be transferred to a Locked-In RRSP in the Spouse's name; and
  - (c) on the date that the lump sum payment is made to the Spouse, a

matrimonial division offset shall be calculated as the Member's retirement benefit accrued at the date mentioned in the court order or interspousal agreement multiplied by the ratio of the lump sum payment in paragraph (1)(a) to the Commuted Value of the Member's retirement benefit calculated on the date mentioned in the court order or interspousal agreement; and

- (d) at the Member's subsequent date of death, retirement or Termination of Service, the pension benefits payable to the Member shall be calculated as the:
  - (i) total pension benefits to which the Member would have been entitled at the Member's pension commencement date without regard to the division of the pension benefits on the breakdown of the spousal relationship and prior to any applicable early retirement reductions; less
  - (ii) the matrimonial division offset calculated in paragraph (1)(c);

with the resulting amount reduced by any applicable early retirement reductions.

#### **Member Eligible for Unreduced Pension**

- (2) If the breakdown of the spousal relationship occurs prior to the commencement of a Member's retirement pension payments and after the date on which the Member is eligible to receive an unreduced pension in accordance with Section 9.1, Subsection 9.2(1) or Subsection 9.2(3), whichever is applicable, the Member's Spouse is entitled to receive in accordance with the court order of interspousal agreement, either:
  - (a) a lump sum payment equal to a portion, determined in accordance with Section 16.1, of the Commuted Value of the retirement pension earned by the Member during the period of spousal relationship as if the Member had terminated employment on the date mentioned in the court order or interspousal agreement; or
  - (b) when the retirement pension becomes payable to the Member, a lifetime pension determined in accordance with Section 16.1 as a portion of the retirement pension earned by the Member.
- (3) If the Spouse elects a lump sum payment in accordance with clause (2)(a):
  - (a) the lump sum payment shall be transferred to a Locked-In RRSP in the Spouse's name; and

- (b) on the date that the lump sum payment is made to the Spouse, a matrimonial division offset shall be calculated as the Member's retirement benefit accrued at the date mentioned in the court order or interspousal agreement multiplied by the ratio of the lump sum payment in paragraph (2)(a) to the Commuted Value of the Member's retirement benefit calculated on the date mentioned in the court order or interspousal agreement; and
- (c) at the Member's subsequent date of death, retirement or Termination of Service, the pension benefits payable to the Member shall be calculated as the:
  - (i) total pension benefits to which the Member would have been entitled at the Member's pension commencement date without regard to the division of the pension benefits on the breakdown of the spousal relationship; less
  - (ii) the matrimonial division offset calculated in paragraph (3)(b).
- (4) If the Spouse elects a lifetime pension in accordance with clause (2)(b), the pension payable to the Member subsequent to the date retirement payments commence to be paid to the Member shall be reduced by the amount of the pension that could have been provided to the Member by the lifetime pension paid to the Spouse in accordance with clause (2)(b) on an Actuarially Equivalent basis.

### **16.3 Breakdown of Spousal Relationship After Commencement of Pension**

- (1) If the breakdown of the spousal relationship occurs after the commencement of a Member's retirement pension payments:
  - (a) the Member's Spouse is entitled to receive a lump sum payment equal to a portion, determined in accordance with Section 16.1, of the Commuted Value of the retirement pension payable to the Member, calculated on the date mentioned in the court order or interspousal agreement; and
  - (b) the lump sum payment made to the Spouse in accordance with paragraph (1)(a) shall be transferred to a Locked-In RRSP in the Spouse's name; and
  - (c) the pension payable to the Member subsequent to the date mentioned in the court order or interspousal agreement shall be reduced by the amount of the pension that could have been provided to the Member by the lump sum payment made to the Spouse in accordance with paragraph (1)(a)

and converted to a lifetime pension payable to the Member only with the same certain period elected by the Member upon retirement, all determined on a Commuted Value basis.

**16.4 Notice to Member**

- (1) The Administrator shall give a notice in writing to the Member that a court order or interspousal agreement has been filed.
- (2) The Administrator shall comply with the court order or interspousal agreement, in accordance with Section 16.1, unless the Administrator receives a notice in writing within 30 days after providing the notice in paragraph (1) that the member objects to the division of the retirement pension and other related ancillary benefits in the manner and to the extent provided under Applicable Legislation.

**16.5 No Further Claims**

- (1) Where a lump sum payment has been transferred to the Spouse's RRSP in accordance with Sections 16.2 or 16.3, whichever is applicable, the Spouse has no further claim or entitlements to any retirement pension and other related ancillary benefits under the Plan.
- (2) Neither the Administrator nor the Plan is liable to any person by reason of having complied with this Article 16.

## **ARTICLE 17 – BUYBACKS**

### **17.1 Leaves of Absence**

- (1) For a period of employment after 2015, where a Member is granted a Leave of Absence with partial or no Pensionable Earnings or is suspended, the Member may, within 6 months of the date the Member returns to active employment, elect to contribute the Pension Contributions that would have been deducted had the Member's Pensionable Earnings continued during the period of absence or suspension. Such contributions shall be made within a period of twelve months from the date the Member returns to active employment, but that period may be extended at the discretion of the Administrator.
- (2) Any Pension Contributions remitted by the Member pursuant to paragraph (1) shall be remitted by the City in an equal amount.

### **17.2 Temporary Periods of Employment**

- (1) For a period of employment after 2015, where a Member was on a temporary period of employment, the Member may, within 6 months of the date the Member joins the Plan, elect to contribute the Pension Contributions that would have been deducted had the Member been a permanent Employee during such temporary period of employment. Such contributions shall be made within a period of twelve months from the date the Member joins the Plan, but that period may be extended at the discretion of the Administrator.
- (2) Any Pension Contributions remitted by the Member pursuant to paragraph (1) shall be remitted by the City in an equal amount.

### **17.3 Purchase of Eligible Purchasable Service**

- (1) "Eligible Purchasable Service" means, in respect of a Member:
  - (a) for a period of employment after 2015, a Leave of Absence with partial or no Pensionable Earnings or a period of suspension that has not been purchased in accordance with Section 17.1 or a temporary period of employment that has not been purchased in accordance with Section 17.2; or
  - (b) a period of employment after 2015 by the Member with an employer other than the City in respect of which the Member accrued pension benefits under a registered pension plan other than the Plan in which the other employer participated.
- (2) To purchase a period of Eligible Purchasable Service under this Section 17.3, the

Member must cause to be paid or transferred to the Fund, at the time and in the manner specified by the Administrator, the cost of the period of Eligible Purchasable Service being purchased, as determined pursuant to paragraph (4). Without limitation, where payment is a transfer from another registered pension plan, after such transfer the Member must have no further entitlement under this other registered pension plan in respect of the period of Eligible Purchasable Service being purchased.

- (3) The cost of a period of Eligible Purchasable Service is the full going concern actuarial cost as of the date of purchase of the increase in the Member's benefits payable from the Plan as a consequence of the period of Eligible Purchasable Service being recognized as Contributory Service, as determined by the Actuary, plus any extraordinary administrative expenses the Administrator must incur to implement such a purchase. Without limitation, in making such determination the Actuary must assume that the additional benefits payable from the Plan as a consequence of the period of Eligible Purchasable Service being recognized as Contributory Service and Service will commence payment at a time and in a manner that has the maximum actuarial value to the Member.
- (4) If a Member completes a purchase of Eligible Purchasable Service in accordance with this Section 17.3, the period of Eligible Purchasable Service purchased will be recognized as a period of Contributory Service and Service for the Member.
- (5) The amount paid to the fund, in accordance with paragraph (3) and as calculated in accordance with paragraph (4), shall be counted as Transfer-in Contributions in respect of the Member.

#### **17.4 Limits on Purchases of Leaves of Absence**

- (1) A Member who makes contributions to the Plan in accordance with Section 17.1, Section 17.2 or paragraph (1)(a) of Section 17.3 shall not be allowed to contribute in respect of periods that, in aggregate, exceed:
  - (a) five (5) years of unpaid Leaves of Absence granted, excluding maternity leaves; and
  - (b) eight (8) years of unpaid Leaves of Absence granted, including maternity leaves.

## **ARTICLE 18 – MANAGEMENT AND ADMINISTRATION**

### **18.1 Written Explanation**

- (1) The Administrator, or the City on behalf of the Administrator, shall, as and when required by Applicable Legislation, provide each Employee with a written explanation of the terms and conditions of the Plan and the Employee's rights and duties with reference to the benefits available to them under the Plan.
- (2) The Administrator shall provide a written explanation of any amendments to the Plan to each Member within ninety (90) days after the date the amendments have been registered with the Superintendent of Pensions or at such earlier time as may be required by Applicable Legislation.
- (3) The Administrator shall provide other information required by Applicable Legislation to Employees, Members, Members' Spouses, and Beneficiaries as and when required by Applicable Legislation.

### **18.2 Annual Statements**

- (1) The Administrator shall provide a written statement to each Member within one-hundred eighty (180) days after the end of each Plan Year or such later date as may be prescribed by Applicable Legislation.
- (2) The written statement will show all information prescribed by Applicable Legislation.

### **18.3 Examination of Plan Documents**

- (1) Within thirty (30) days after a written request, each Member and Member's Spouse may, once in each Plan Year, either personally or by an agent authorized in writing for that purpose, examine at the office of the City's pension and benefits department during regular working hours and without charge:
  - (a) the Plan Text and any amendments;
  - (b) any applicable underwriting agreement, insurance contract, bylaw or resolution relating to the Plan;
  - (c) any agreement relating to the investment of the Fund;
  - (d) the most recent annual information return and cost certificate; and
  - (e) any other documents prescribed by Applicable Legislation.
- (2) Instead of permitting an examination of Plan documents pursuant to paragraph (1), the Administrator may, without charge and within thirty (30) days

after a written request, provide the person with a photocopy of the document that the person has requested to examine.

#### **18.4 Written Statement When Employment Ceases**

- (1) The Administrator shall provide each Member, or, if the Member has died, each Spouse or Beneficiary with a written statement showing a Member's benefits, including all information required by Applicable Legislation, within ninety (90) days after the earliest of:
  - (a) receipt of notice of the Member's date of death;
  - (b) receipt of notice of the Member's date of retirement; or
  - (c) the Member's employment termination date.
- (2) The Administrator shall provide each Member with a written statement showing a Member's benefits, including all information required by Applicable Legislation, within thirty (30) days after the approval by the superintendent of the termination report filed in respect of the termination of the Plan.

#### **18.5 Release of Information**

- (1) Retirement pension and other related ancillary benefits payment amounts from the Plan are classified as private and confidential and therefore are not to be released to anyone, except for those who need to know in order to invest the Fund and process payments.
- (2) Notwithstanding paragraph (1), any document on a Member's file relating to the administration of the Plan may be released if:
  - (a) the Member has given written consent to its release; or
  - (b) the request for the release of information is related to official responsibilities being carried out under the Plan, an act of the Province of Saskatchewan or the Government of Canada or the proceedings of any court.

#### **18.6 Responsibility for Management and Administration**

- (1) The Administrator is responsible for all matters relating to the administration of the Plan and the Fund. The Administrator must ensure that the Plan and the Fund are administered in accordance with the Trust Agreement, the Pension Benefits Act and the Income Tax Act. The duties and responsibilities of the Administrator include, without limitation, the following:
  - (a) employing or retaining, from time to time, an official to administer the day-to-day functions and such staff and agents as it deems necessary and

appropriate to carry out duties in connection with the administration of the Plan and Fund, at such rates of remuneration as it deems reasonable;

- (b) maintaining and making available such records as are required by the Actuary for the purpose of making actuarial valuations and estimates of required contributions by the Members and the City and maintaining such records as are necessary to accurately determine the benefits due to Members in accordance with the terms of the Plan;
  - (c) at all times, keeping or causing to be kept adequate accounts of the Fund on a calendar year basis;
  - (d) safekeeping the Plan Text and amendments thereto;
  - (e) making application for registration of the Plan;
  - (f) making application for acceptance of approved amendments to the Plan;
  - (g) ensuring that the Plan Text is administered in accordance with its terms as registered;
  - (h) filing annual information returns with the Superintendent of Pensions and the Minister of National Revenue; and
  - (i) preparing the information needed to report pension adjustments (PAs), past service pension adjustments (PSPAs) and pension adjustment reversals (PARs), as applicable.
- (2) For the purposes of the Plan, the Administrator is entitled to determine conclusively a Member's Pensionable Earnings, Service and Contributory Service.

## **18.7 Fund and Fund Management**

- (1) The Fund must be held, invested and administered by the Administrator in accordance with the terms of the Plan Text, the Trust Agreement and Applicable Legislation.
- (2) The Administrator may appoint a Fund Custodian for the purpose of the holding for safekeeping and reporting of all assets and investments whatsoever made by and for the Fund.
- (3) All pension benefits payable under this Plan Text must normally be provided directly from the Fund. However, the Administrator may, on the advice of the Actuary, direct that some or all of the pension benefits be provided by an annuity or annuities purchased with monies from the Fund from an Insurer or Insurers.
- (4) The Fund is chargeable with the fees of the Fund Custodian and of any

investment manager, with any expenses reasonably and properly incurred by the Fund Custodian and any investment manager in respect of the Plan and the Fund and the Fund is chargeable with any expenses reasonably and properly incurred by the Administrator in the administration, operation or management of the Plan and the Fund. For greater clarity, such expenses shall include any cost of services provided to the Plan by the City.

### **18.8 Application for Benefits**

- (1) A pension or other benefit payable under the Plan may be granted by the Administrator and payment thereof may be made only upon application therefor in Approved Form, and only after submission of satisfactory proof of age and such other relevant supporting evidence as the Administrator in its discretion may require.
- (2) A Member who elects to retire in accordance with Article 7 must provide the Administrator with a written notice of the election at least fifteen (15) days before the commencement date of the retirement pension. The Administrator may, in extenuating circumstances, waive or reduce the fifteen (15) days' notice requirement.
- (3) Any person receiving or claiming a pension or other benefit payable under the Plan must at any and all times, on demand of the Administrator, furnish to the Administrator satisfactory evidence of the continuing right thereto.
- (4) If there is any doubt as to the identity of any person entitled to benefits from the Plan or as to whether that person is the person legally entitled to receive any benefits hereunder, payments of any such benefit may be withheld for a reasonable time to permit investigation to be made, and any claimant must on demand furnish the Administrator with all information and produce such proof of identity and of right to such benefits as the Administrator requests.

### **18.9 Incorrect Age**

- (1) If the age of any person entitled to benefits under the Plan is found to have been incorrectly stated the Administrator may make, or cause to be made, such adjustments to the affected benefits as the Administrator deems equitable.
- (2) Age may be proven by official birth certificate issued by the appropriate public authority, or such other evidence of age as is satisfactory to the Administrator.

### **18.10 Records**

- (1) Wherever the records of the City are used for the purposes of the Plan, such records shall be conclusive of the facts with which they are connected.
- (2) All records and files pertaining to the operations of the Plan and Member's and

the City's accounts must be retained for three years, or such lengthier period as the Administrator decides from time to time, after:

- (a) in the case of an agreement, the expiry of the agreement; and
- (b) in the case of other records, the date of the last transaction to which the records relate.

#### **18.11 Plan Non-Protective**

- (1) The Plan does not give a Member any right to be retained in the service of the City, prevent the City from discharging a Member at any time, or give rise to any claim by anyone against the City for damages for any cause whatsoever.

#### **18.12 Canadian Currency**

- (1) All contributions to the Plan and all benefits under the Plan are payable in the lawful currency of Canada, provided that in case of any Member being paid compensation in some other currency, the Administrator may from time to time, at its discretion, fix the rate of exchange to be used for the purposes of the Plan in converting to Canadian currency the Member's compensation and contributions to the Plan.

#### **18.13 Payments to Minors, etc.**

- (1) If a person entitled to receive a benefit under the Plan is a minor, or is physically, mentally or legally incompetent to receive such benefit or to give a valid release therefor, the Administrator may pay the benefit to the person's legal guardian or other responsible individual identified as such by the Administrator or to the Public Guardian and Trustee of Saskatchewan, for the account of the person entitled to the benefit. Any such payment operates as a complete discharge of liability therefor under the Plan.

#### **18.14 Tax Withholdings**

- (1) Any benefits payable hereunder shall be subject to any tax withholdings required by applicable law.

#### **18.15 Calculation of Time**

- (1) In all calculations involving time, a complete month shall count as one-twelfth of a year.

#### **18.16 General Procedures**

- (1) Each amount determined in connection with the operations and administration of the Plan must be determined, where the amount is based on assumptions, using reasonable assumptions, and, where actuarial principles are applicable to the

determination, in accordance with generally accepted actuarial principles.

**18.17 Gender Discrimination**

- (1) The gender of a Member or the Member's Spouse or Beneficiary may not be considered when determining:
  - (a) the amount or rate of contributions required to be made by a Member;
  - (b) the amount of a retirement pension and other related ancillary benefits or the Commuted Value of a retirement pension and other related ancillary benefits to which a person may become entitled; or
  - (c) the entitlement of a person to become a Member of the Plan.

## **ARTICLE 19 - AMENDMENT OF PLAN TEXT AND TERMINATION OF PLAN**

### **19.1 Authority to Amend Plan Text**

- (1) The Administrator hopes and expects that the Plan will continue indefinitely but, subject to Subsection (2) and subject always to the Trust Agreement, the Pension Benefits Act and the Income Tax Act, has the right to amend the Plan Text from time to time. Such amendments may be made at any time and from time to time by the Administrator and all such amendments are binding on the City and on every Member.
- (2) Notwithstanding paragraph (1), without the prior written consent of the City, no amendment to the Plan Text can be made which has the direct or indirect effect of:
  - (a) changing who may become a Member or the conditions upon which an individual can become a Member;
  - (b) changing the definition of Pensionable Earnings (or any component of that definition) used in the determination of Pension Contributions owing to the Fund by the City and the Members;
  - (c) causing or requiring the City to contribute more than 9.5% of the Members' Pensionable Earnings to the Fund; or
  - (d) causing the Plan to no longer qualify as a pension plan subject to subsections 40(5) and (6) of the Pension Benefits Act, or successor statutory provisions to like effect, which permit the City's liability in respect of the Plan to be limited as set out in the Trust Agreement.
- (3) Any amendment to the Plan Text may take effect retroactively or otherwise as the Administrator may direct.

### **19.2 Termination of the Plan**

- (1) If the Plan is terminated in accordance with the Trust Agreement, the assets of the Pension Fund shall be allocated and distributed in accordance with the Trust Agreement and Applicable Legislation.

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## Regulation of Electronic-Cigarettes/Vaping

### Recommendation

1. That City Council consider Bylaw No. 9334, *The Smoking Control Amendment Bylaw, 2015 (No. 2)*.
2. That the direction of City Council issue with respect to an exemption for ceremonial tobacco use and vaping shops in *The Smoking Control Bylaw, 2004*.

### Topic and Purpose

The purpose of this report is to provide City Council with Bylaw No. 9334, *The Smoking Control Amendment Bylaw, 2015 (No. 2)* which implements City Council's decision to amend *The Smoking Control Bylaw, 2004* to expand existing smoking restrictions to include the use of electronic cigarettes. Also, this report addresses possible exemptions for ceremonial tobacco use and vaping shops.

### Report

On August 20, 2015, at its Regular Business Meeting, City Council received a report of the City Solicitor recommending options for the expansion of existing smoking prohibitions under *The Smoking Control Bylaw, 2004* (the "Bylaw") to include the use of electronic cigarettes. City Council resolved that electronic cigarette use be restricted in a manner consistent with current smoking restrictions under the Bylaw and *The Tobacco Control Act* (the "Act") and that the City Solicitor prepare the necessary bylaw amendment.

In accordance with City Council's instructions, we are pleased to submit Bylaw No. 9334, *The Smoking Control Amendment Bylaw, 2015 (No. 2)*, for City Council's consideration.

Further, on August 20, 2015, during the Regular Business Meeting of City Council, the question was raised of whether there is an exemption under the Act for the use of tobacco within specialty shops, such as cigar shops. Currently, there is no exemption in the Act or Regulations for cigar/specialty shops.

Because City Council wants vaping/electronic cigarette use regulated in the same manner as smoking, the prohibitions proposed in Bylaw No. 9334, *The Smoking Control Amendment Bylaw, 2015 (No. 2)*, currently before City Council, will not allow for an exemption in vaping shops.

Such an exemption could be included in the Bylaw at City Council's direction. It may be noted that Edmonton City Council recently voted to allow for such an exemption in vaping shops.

Also, on October 26, 2015, during the Regular Business Meeting of City Council, in response to implementation of the Bylaw amendment prohibiting smoking in City-owned public places, a question was raised regarding a possible exemption for the use of tobacco in Aboriginal spiritual or cultural practices or ceremonies. The Bylaw currently has no exemptions for traditional tobacco use; however, the Act provides for an exemption in:

“(c) an enclosed public place while it is being used with the consent of the proprietor, for traditional Aboriginal spiritual or cultural practices or ceremonies, if the use of tobacco or tobacco-related products is an integral part of the traditional Aboriginal spiritual or cultural practices or ceremonies being carried out in the enclosed public place”.

A similar provision could be included in the Bylaw at City Council’s request.

**Attachment**

1. Proposed Bylaw No. 9334, *The Smoking Control Amendment Bylaw, 2015* (No. 2).

**Report Approval**

Written by: Derek Kowalski, Solicitor  
Reviewed by: Christine G. Bogad, Director of Administrative Law  
Approved by: Patricia Warwick, City Solicitor

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**BYLAW NO. 9334****The Smoking Control Amendment Bylaw, 2015 (No. 2)**

The Council of The City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Smoking Control Amendment Bylaw, 2015 (No. 2)*.

**Purpose**

2. The purpose of this Bylaw is to amend *The Smoking Control Bylaw, 2004* to prohibit the use of electronic cigarettes in all places where smoking is currently prohibited in the City, including those places where prohibition results from provincial legislation.

**Bylaw No. 8286 Amended**

3. *The Smoking Control Bylaw, 2004* is amended in the manner set forth in this Bylaw.

**Preamble Amended**

4. The Preamble is amended:

- (a) by adding the following after the last paragraph on page 1:

"And whereas electronic cigarettes have no legal age restrictions and therefore are more easily accessible to youth than traditional cigarettes or other tobacco products;

And whereas electronic cigarettes may be more appealing to youth as they are perceived as being less harmful than smoking;

And whereas electronic cigarettes are designed to mimic the motions and experience of smoking tobacco and may be viewed as a gateway to smoking in youth;

And whereas electronic cigarettes that do not contain nicotine and do not make a health claim can be imported, advertised or sold in Canada without restrictions;

And whereas electronic cigarettes are not subject to the packaging, labelling, advertising, promotion and sponsorship restrictions that apply to traditional cigarettes and other tobacco products;

And whereas electronic cigarette use may undermine or diminish tobacco cessation efforts.”

- (b) by adding the following after the last paragraph on page 2:

“And whereas The City of Saskatoon wishes to enact a bylaw to restrict the use of electronic cigarettes in the same manner as smoking is currently restricted under *The Tobacco Control Act* and existing bylaw provisions.”

## Section 2 Amended

5. Section 2 is amended:

- (a) by adding the following at the end of clause 2(d) after the word “invited”:

“and includes:

- (i) an outdoor bus shelter;
- (ii) a public building or facility, or any part of a public building or facility, that is rented out for private events;
- (iii) a vehicle that:
  - (A) is used or made available for public transit or as a commercial vehicle; and
  - (B) is used to transport members of the public;but only during any period that the vehicle is made available for hire, including any break period;
- (iv) a building, enclosed place or facility owned or leased by a private club that restricts admission to members and guests;

- (v) any prescribed building, place, facility or vehicle or class of prescribed buildings, places, facilities or vehicles;
  - (vi) the common areas of a multi-unit residential building;”
- (b) by renumbering the existing clause 2(i.1) to 2(i.2), and by adding the following new clause as (i.1):
- “(i.1) “school or independent school” means a school or an independent school as defined in *The Education Act, 1995*,”
- (c) by striking out “.” and substituting “;” at the end of clause 2(k);
- (d) by adding the following after clause 2(k):
- “(l) “vape or vaping” means the utilization of an electronic cigarette or any other heated smoking equipment used to vaporize any tobacco or non-tobacco substance whether or not it contains nicotine.”.

#### **Section 4 Amended**

6. Section 4 is amended by adding the following after Subsection 4(2):

“(2.1) The provisions mentioned in Subsection (2) shall not apply to vaping.”

#### **New Section 5.1**

7. The following section is added after Section 5:

##### **“Vaping Prohibited**

- 5.1 (1) No person shall vape in any place or premises mentioned in Subsection 4(1).
- (2) No proprietor of a place or premises mentioned in Subsection 4(1) shall permit persons to vape within that place or premises.
- (3) In addition to those places or premises mentioned in Subsection 4(1), no person shall vape and no proprietor shall permit persons to vape in the following places or premises:
- (a) an enclosed public place that is a school or an independent school or on the grounds surrounding a school or an independent school;

- (b) in an enclosed public place other than a school or an independent school;
  - (c) within three metres from a doorway, window or air intake of an enclosed public place mentioned in clause (a); or
  - (d) any vehicle while another person who is under the age of 16 years is present in the vehicle.
- (4) Subsection (3) does not apply to:
- (a) a separate enclosed ventilated place that:
    - (i) is within:
      - (A) a facility designated as a special-care home pursuant to *The Regional Health Services Act*; or
      - (B) a personal care home as defined in *The Personal Care Homes Act* that offers care and accommodation to more than 10 persons; and
  - (b) a child care facility that is a group family child care home or a licensed family child care home during the times that no child care services are being provided in the facility.”

### Section 15 Amended

8. Section 15 is amended:
- (a) in Subsection 15(1) by adding “or 5.1(1)” after the words “Subsection 5(1)”;
  - (b) in Subsection 15(2) by adding “or 5.1(2)” after the words “Subsection 5(2)”;
  - (c) in Subsection 15(6) by adding “or 5.1(1)” after the words “Subsection 5(1)”;
  - (d) in Subsection 15(7) by adding “or 5.1(2)” after the words “Subsection 5(2)”.

**Coming into Force**

9. This Bylaw shall come into force on January 1, 2016.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Update on the Education for Sustainable Development Partnership Program: Student Action for a Sustainable Future**

#### **Recommendation of the Committee**

That the report of the General Manager, Corporate Performance Department dated November 9, 2015 be received as information.

#### **History**

At the November 9, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Corporate Performance Department dated November 9, 2015 was considered.

In addition to putting forward the above-noted recommendation your Committee also suggested that the video be forwarded for presentation to City Council at its next meeting to be held on November 23, 2015.

#### **Attachment**

November 9, 2015 Report of the General Manager, Corporate Performance.

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## Update on the Education for Sustainable Development Partnership Program: Student Action for a Sustainable Future

### Recommendation

That the report of the General Manager, Corporate Performance Department dated November 9, 2015, be forwarded to City Council for information.

### Topic and Purpose

This report outlines the results of the 2014-2015 Student Action for a Sustainable Future (SASF) program, a creation of the Education for Sustainable Development Partnership that includes the City of Saskatoon (City).

### Report Highlights

1. The SASF program has led to measurable classroom, school, and household greenhouse gas (GHG) reductions and sustainability benefits.
2. Results of the first two years of the pilot program are now featured in a video and available on the [Saskatoon.ca/studentaction](http://Saskatoon.ca/studentaction) website.
3. The Saskatchewan Environmental Society (SES) has been contracted to coordinate the program for the 2015-2016 school year. Participating classrooms were selected in October 2015 and the program is now underway.

### Strategic Goals

The SASF program supports several Four-Year Priorities under the strategic goal of Environmental Leadership through energy efficiency and consumption, waste elimination and diversion, water consumption, community and backyard gardens, and improving access to ecological systems and spaces (natural and naturalized). It also supports the goal of Moving Around through transit ridership and promoting a mix of transportation modes within the community.

SASF will help the City achieve three of the City's corporate performance targets, specifically: Waste Diverted from the Landfill, Reduction in Greenhouse Gas Emissions, and Transportation Choices.

### Background

On August 21, 2014, City Council resolved:

- " 1. That funding of up to \$43,500 be approved for the 2014-2015 Student Action for a Sustainable Future program; and
2. That the Administration report back in one year on the outcomes of the program and efforts to secure funding from other partners prior to determining an appropriate level of funding support for 2015-2016 and 2016-2017 to complete the program pilot."

## **Report**

### Program Overview

The purpose of the SASF program is to engage grade 5-8 students from the Public and Catholic School Divisions in action projects that measurably reduce greenhouse gas emissions and result in sustainability benefits. 10-14 classes are accepted each year, directly engaging up to 350 students annually. Each teacher works with program partners to facilitate student learning and action in one or more program areas: waste, water, energy, food, biodiversity, and transportation.

The program has won two awards: a Regional Centre for Expertise award for Education for Sustainable Development, and the Saskatchewan Waste Reduction Council's 2013 Waste Minimization Award for Youth/Schools.

### Program Outcomes

At the end of the year, students highlight the results of their projects at a student showcase, which is an exciting and celebratory event for everyone involved. The 2015 Showcase Brochure is included in Attachment 1.

Teachers and students work with program partners to measure the environmental and economic outcomes of their projects. Taking action and monitoring outcomes has proven to be an effective way to engage students who participate in real-world solutions and learn through experiences (e.g. sorting waste, counting the number of lights that are left on in their school, calculating food miles, measuring water use, growing a garden, etc.).

Many initiatives also lead to lasting environmental and educational impacts in their schools, even once the students who implement them move on to other grades. For example, projects such as creating a bike generator, installing LED lights, procuring gardening equipment, building a skateboard stand, installing solar panels, developing vermi compost bins and recycling systems, and implementing food-share boxes, all benefit future students and contribute to ongoing environmental benefits and educational legacies.

A summary of direct feedback from program participants and a list of additional outcomes are included in Attachment 2.

### Education for Sustainable Development Partnerships

The Education for Sustainable Development partners who created Student Action for a Sustainable Future provide participating classrooms with support such as teaching resources, professional development, planning time, networking opportunities, action project funds, and access to sustainability and environmental expertise. Partner contributions are listed in Attachment 3 and total approximately \$40,000.

The SASF program is currently in its third year, with hopes for continuation following the 4-year pilot which ends in 2017. Twelve grade 5-8 classes have been accepted this year from across Saskatoon, representing both Public and Catholic School Divisions.

### **Public and/or Stakeholder Involvement**

Stakeholders have been directly involved from the beginning of the program's development through to its launch and delivery; these partners include the Public and Catholic School Divisions, Sustainability Education Research Institute, Saskatchewan Environmental Society, Saskatoon Light & Power, and the City of Saskatoon.

### **Communication Plan**

The ability of youth to make a difference in their community and inspire others will continue to be recognized and supported throughout the program's communications. Program information and results are included on the City's website and through a video on [Saskatoon.ca/studentaction](http://Saskatoon.ca/studentaction). Media has been and will continue to be invited to report on the students' projects at the year-end showcase.

### **Financial Implications**

In addition to the in-kind resources, services, and time contributed by partners (valued at over \$30,000/year), the City of Saskatoon will provide \$60,000 from existing capital funds (Capital Project #2183 – Greenhouse Gas Reduction) to the Saskatchewan Environmental Society for project coordination and other program costs not covered by partner contributions.

The Greenhouse Gas Reduction capital project has funded the development of the Energy and Greenhouse Gas Reduction Plan that set out corporate and community emissions reduction targets and activities. Funding was approved in 2005 from RCE for the implementation strategy which includes actions and initiatives that focus on emissions reductions, reduce energy costs and have environmental, infrastructure, social and health benefits.

Initiatives include energy efficiency improvements to civic facilities, development of policy tools and incentive programs, education programs and energy-related projects. This also includes ensuring the corporation has a current greenhouse gas emission inventory. Partners continue to seek funding in the community to support the program into the future.

### **Environmental Implications**

If students and action-project participants maintain their activities for a full school year, the annual estimated savings from the 2014-2015 program are:

- 18,600 kWh electricity, 350m<sup>3</sup> water, 500 L fuel, 2,210 kg waste, and 18,660 kg greenhouse gases.

### **Other Considerations/Implications**

There are no policy, privacy or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

An update on the 2015-2016 program will be provided to City Council in the fall of 2016.

### **Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021 is not required.

**Update on the Education for Sustainable Development Partnership Program:  
Student Action for a Sustainable Future**

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**Attachments**

1. 2015 Brochure
2. Program Outcomes
3. Partner Contributions

**Report Approval**

Written by: Shannon Dyck, Environmental Coordinator

Reviewed by: Amber Jones, Education & Environmental Performance Manager  
Brenda Wallace, Director of Environmental & Corporate Initiatives

Approved by: Catherine Gryba, General Manager Corporate Performance  
Department

Administrative Report – Update on the Education for Sustainable Development Program.docx

2015 Brochure

**GRADE 5-6**  
**WESTMOUNT COMMUNITY SCHOOL**  
**TAMRA KNAUS**

The Grade 5/6 students at Westmount Community School have been working on an investigation into climate change and carbon footprints. Through their research, students discovered that Saskatchewan emits a large amount of greenhouse gases through the burning of coal for electricity. The students made a rough estimation about how much money is being spent on electricity at Westmount school. Students decided through an analysis of the building that many classrooms have enough natural light for learning and that many classrooms could function with lights off or half off. They worked to educate other classes about their findings through art, visual reminders, and presentations. Students not working on conservation did research into alternative sources of renewable energy and applied their knowledge to building solar powered devices.

**GRADE 6-8**  
**KING GEORGE SCHOOL**  
**DUSTIN MILLER AND TARA SIMPSO**

Our students at King George School started their journey focusing on waste within the lunchroom. We decided to measure how much food was being thrown out and what that "looks" like. We started with a goal of changing our habits of how we dispose of our food. We then divided the lunchroom excess into compost and waste. Our project started as a goal of building awareness, progressed to how much waste there was at lunch and now the students are caring for the entire lunchroom. They not only monitored the waste reduction but also took charge of the cleanup of the lunchroom. This included waste, compost, recycling and clean up of dishes, tables and floors. It has been a wonderful step in empowering our students to create healthy environments!

**GRADE 7/8**  
**VINCENT MASSEY COMMUNITY SCHOOL**  
**GILLIAN STRANGE**

Our class examined the importance and meaning of sustainability, which led to the students choosing three action projects. The students decided that energy use reduction would be their target area. They addressed energy reduction on three fronts. Group one worked on reducing light usage in the school. Group two developed an action plan for reducing drafts in the school. And group three educated classrooms in reducing gaming time at home, with the desire to increase physical activity in its place. They are proud to present what they have learned and the actions they have taken.

**GRADE 8**  
**DR. JOHN G. EGNATOFF SCHOOL**  
**CORY FARTHING**

Grade 8 students at Dr. John G. Egnatoff School have been examining and working at developing ways to reduce wasted resources, reduce the carbon footprint of the school and promote sustainable actions within the school community. Their action plans are focused on reducing improper waste and promoting better recycling practices, reducing inefficient energy consumption and energy waste through use of school lighting, working to create and promote an Idle Free zone to reduce excessive carbon emissions, and also to support the use of active transportation as means to promote sustainable and healthful transportation options for students in our school community.

**GRADE 8**  
**BUENA VISTA SCHOOL**  
**JANA MILLER AND TYLER RITTINGER**

Ecoquest's inquiry project is working to collectively reduce our classroom's footprint and, in a sense, move towards a 'LEED' classroom.

We have five groups working at taking our classroom 'off the grid' for a period in April. Although we cannot rebuild the infrastructure of a century old school, we have been creatively adapting our space through:

1. A pedal-powered bike generator to power teacher laptops and digital projector
2. A solar panel to assist in powering the laptops/projector as well as microwave and fridge (Classroom has south facing accessible windows and ledge)
3. Building a container and implementing Vermicomposting to reduce lunch garbage
4. Energy auditing with the use of wattage metres and selecting alternative low-wattage light sources (Installation of 10 T-8 LED bulbs)
5. Air quality/CO2 testing and plant filtration through planting a variety of suitable indoor plants

The students are excited to show off their demonstration classroom and along the way have made some very interesting discoveries about sustainable building and design.

**GREATER SASKATCHEWAN CATHOLIC SCHOOLS**  
**Saskatchewan Public Schools Inspiring Learning**  
**Saskatchewan Environmental Society**  
**UNIVERSITY OF SASKATCHEWAN**  
**City of Saskatchewan**

**GRADE 7**  
**GEORGES VANIER CATHOLIC**  
**FINE ARTS SCHOOL**  
**LISA OBRIGEWITSCH**

Our Grade 7 class chose to focus on the concepts of water and sustainability. Our goal was to increase our knowledge of the importance of water within our lives. We began by inviting a variety of guest speakers to come to our class to share their knowledge of sustainability and water. We continued our learning by watching a variety of videos and reading a variety of articles with the focus of water. Through inquiry, the students in our class developed nine essential questions. One group chose to audit water usage of an individual class within our school. Other groups chose the topics of water footprints, access to clean water, First Nation and Metis perspective, watersheds, extreme water weather, water content in products, Canadian laws about water, and who controls the world's water. Students worked collaboratively to develop a deeper understanding of their chosen topics. This deeper knowledge will be showcased through poster boards. Within our Fine Arts program, students continued the sustainability and water themes by creating poetry that was presented in drama class and creating jellyfish out of used water bottles and plastic bags in their visual arts class.

**GRADE 7/8**  
**CARDINAL LEGER SCHOOL**  
**PETER GREYERS**

The Grade 7/8 class studied ways to reduce their own water footprint as well as their schools. We examined ways to measure water during our everyday use (showing, dish washing, toilets and brushing teeth). We measured water consumption at school and at home by looking at water meters and directly measuring water output. We then used water saving methods such as reducing shower times, fixing leaking toilets and turning off taps when brushing teeth. These methods helped us to reduce our own water footprint as well at home and at school.



**GRADE 7/8**  
**ST. MARIA GORETTI SCHOOL**  
**STEVE COLE**

The Grade 7/8 class from St. Maria Goretti School has been focusing on local food production, food waste, and food distribution. Students have completed many engaging activities to better understand how to reduce wasted food in our school and where the food they eat comes from. We are looking forward to displaying our new knowledge and celebrating the changes we have made in our school!

**GRADE 8**  
**SISTER O'BRIEN SCHOOL**  
**TED VIEW**

The students of Sister O'Brien School developed projects on different themes, but as a class we engaged in many collective experiences. Projects ranged from the sustainability of bison ranching; sourcing local foods; audits of sustainable methods of transportation and energy sources; and water usage in the home. As a class we performed an audit of garbage produced by our school. We've toured SaskMade store to understand foods are locally sourced and we've had a bison rancher visit our classroom. Also, all student projects included a First Nation and Metis focus. As a result as a class we visited with Elder Albert Scott, who described Saulteaux perspectives on sustainability of water. The students had a chance to work with Elder Mary Lee to learn about ways that the Plains Cree used the environment sustainably; work with Mary led to a weekend field trip, preparing a deer hide to make traditional hand drums.

**GRADE 7**  
**ST. PETER SCHOOL**  
**PAUL SANCHE**

Our project's aim was to reduce the waste (garbage) generated at St. Peter School. In Phase One, we addressed the litter problem outside our school. We identified the problem at a school assembly with a slideshow of the accumulated litter we had found, then asked everyone to participate in the solution. We placed garbage cans outside during recesses, and asked classes to use garbage grabbers (pick-up tools) to reduce school litter. We displayed a new St. Peter Pride logo in the school to remind all to care for others and our environment. Phase Two addressed the waste generated within the school. We conducted an audit to weigh the school waste collected in one day; we opened the bags to identify, categorize, and sort the garbage. Student groups researched topics and planned actions for waste reduction. We conducted a post-audit to determine the impact of our actions on the waste generated at St. Peter.

**GRADE 5-8**  
**ECOLE FOREST GROVE**  
**DON MCBEAN AND JENNA GERVAIS**

At École Forest Grove School we have brought this project out of a single classroom to an extra-curricular group of students in Grades 5-8 as well as the whole school. In early spring, we began a waste management campaign that included a waste audit and subsequent promotion of recycling, composting, light energy awareness and water conservation. This has been supported in tandem with a Kindergarten through Grade 8 musical production called "The Garbage Carol". This group will continue their efforts this late spring, summer and into next fall with the investigation of gardening, both for ideas of local food production and native prairie flora. Plans include visits to the grasslands and the North East Swale and "green thumbing" inside and outside the school.

**GRADE 7**  
**BRUNSKILL SCHOOL**  
**HEATHER REID**  
**JAMES L. ALEXANDER SCHOOL**  
**JAELYNNE CHERWONIAK**

The Grade 7 students at Brunskill School and James L. Alexander School both began the inquiry process by looking at sustainability in terms of heat and temperature, and what makes up energy efficient buildings. We decided to look at how well our schools are constructed and compare how Brunskill School, which is a newer brick school, and James L. Alexander School, which is a school made up entirely of portables, manage and maintain their heat. This audit was a lead in for the students to begin their own projects in terms of what they can do in order to reduce their carbon footprint on the environment. Some of the projects include action plans for what can be done to improve heat loss at the school and at home, reducing waste at school by promoting litterless lunches, drawing awareness of and getting students to commit to earth hour and participating in earth day activities. As well, students determined how to avoid phantom energy loss at home and how to reduce energy consumption at school through a lower lights campaign, committed to eliminating water waste at home, reduced meat intake by committing to eating more meatless meals, and took part in walking or biking to school to reduce the use of gas consumption. Our goal was to have the students work together between the two schools to see how every small step can make a big difference in being active citizens for sustaining our earth.

## Program Outcomes

### Teacher and Student Feedback:

Teachers and students were asked to fill out a survey at the end of the 2014-2015 SASF program. Included below is some of the feedback received:

#### Teachers:

- The SASF project was an opportunity for students and teachers alike to dream big and get excited about the possible ways to redesign our classroom learning space to make it more sustainable.
- Students were authentically engaged in their learning because they were given the opportunity to actually make a difference at school and in their community.
- When students take action into their hands, they learn not only how to improve the world around them; they learn to value themselves.
- The Student Action for a Sustainable Future project is an engaging inquiry based program that allows students to take leadership roles to promote sustainability for an authentic audience.
- Every teacher should participate in this engaging and important student led program!
- This is an excellent opportunity for students to learn about the world around them and to become environmental change agents within their home, school and community.
- My participation in this program has given my teaching new direction that has resulted in engaged students who see that classroom learning should benefit their families and communities. I am a better teacher today because of it.

#### Students:

- I will save water, not waste food, and help keep the environment clean.
- I plan to reduce our carbon footprint by letting other people know about light. If you change to less wattages you save power and money.
- The projects were fun!
- I learned a lot of interesting things and enjoyed learning this way.
- I feel like I made a positive impact on the earth and on others.
- I felt encouraged to be a leader in sustainability.
- I enjoyed the year-end student showcase.

### Other Outcomes:

Over the past two years of the program, 28 teachers and over 600 students from various schools in Saskatoon have directly participated in the program. Teachers who participated in 2015 stated that they engaged an additional 50-250 people beyond their classrooms, with one stating they engaged an additional 450.

Participants have communicated what they've learned and accomplished to other students, teachers, family members, and community members by using a number of different methods: school assemblies, talking with businesses, drama and dance

performances, creating visual learning guides for younger students, presentations to other classrooms, story writing, letter writing (to businesses and government), and column writing for school newsletters.

Both the 2014 and 2015 student showcases saw over 100 stakeholders attend, including government and school division representatives, community organizers, businesses, and family members. The media has also reported on the showcases, engaging the Saskatoon community and beyond (articles have been circulated in newspapers as broadly as Vancouver and Ottawa).

By focusing on behaviour change, solution-oriented projects, and providing tools and support for teachers and students, the SASF program has helped participants make the “leap” from knowing to doing.

Teachers and students work with the Saskatchewan Environmental Society (SES) to measure their environmental impacts by conducting a set of audits before and after their action projects take place. The SES then uses these results to help classrooms calculate environmental implications, such as water consumption, energy use, waste reduction, fuel savings, and greenhouse gas emissions. Most data is student measured and/or self-reported, and the length of each audit and action project varies; therefore, some data is incomplete and a number of assumptions are required to calculate the savings.<sup>1</sup>

If the students and the other action-project participants maintain their activities for a full school year, the annual estimated savings are:

	<b>2013-2014 school year</b>		<b>2014-2015 school year</b>	
Electricity	17,000 kWh	\$1,160	18,600 kWh	\$1,270
Gas	88 GJ	\$230	No Projects	No Projects
Water	700 m <sup>3</sup>	\$50	350 m <sup>3</sup>	\$25
Fuel (gasoline)	230 L	\$230	500 L	\$500
Waste	8,000 kg	Not Available	2,210 kg	Not Available
Greenhouse Gas (CO <sub>2</sub> )	28,850 kg	Not Available	18,660 kg	Not Available

<sup>1</sup> Assumptions include:

- Taxes and municipal charges are not included.
- Electricity savings are calculated at the commercial run-off rate of 6.85¢/kWh. Most of the electricity action projects led to savings at school.
- Gas savings are calculated at the residential rate of 10¢/m<sup>3</sup> (\$2.653/GJ). Most of the gas action projects led to savings at home.
- Water savings are calculated at the “next 600 ft<sup>3</sup>” residential rate of \$7.181/100 ft<sup>3</sup>. Most of the water action projects led to savings at home.
- Fuel (gasoline) savings are calculated at \$1/litre.

## Partner Contributions

Partner contributions include:

- Saskatoon Light & Power (SL&P) provides support for classroom projects, including \$2,500 annually in in-kind staff support and a \$10,000 contribution in the first year of the program for in-home energy use displays and school energy monitoring equipment;
- The Saskatoon Environmental Advisory Committee (SEAC) has provided \$1,800 for student projects each year, which has been collectively matched by the Saskatoon Public School Division and Greater Saskatoon Catholic Schools;
- The Sustainability Education Research Institute (SERI) provides educational and sustainability expertise, valued at approximately \$2,000/year;
- Saskatoon Transit provides two roundtrips on regular bus service per classroom, a value of almost \$2,900;
- Loraas Recycling and SARCAN offer free transportation to/from their facilities, including tours of their operations, valued at approximately \$3,600;
- Multiple community organizations,<sup>1</sup> cultural advisors, and educational advisors have provided their time and in-kind educational resources, tours, and services for students, estimated at a value of over \$11,000; and
- The school divisions have provided committee, administrative, and communications support, at a value of approximately \$5,000.

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<sup>1</sup> CHEP, Meewasin, Native Plant Society, Saskatoon Zoo Society, Wild about Saskatoon, SaskOutdoors, In Motion, Partners for the SK River Basin, Safe Drinking Water Foundation, and Ag in the Classroom.



## **EXECUTIVE COMMITTEE**

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### **2016 Appointments of Deputy Mayor**

#### **Recommendation of the Committee**

That City Council approve the 2016 appointments of Deputy Mayor, as described in the attached report and detailed in Attachment 1.

#### **History**

At its October 19, 2015 meeting, Executive Committee considered a report of the City Clerk regarding the above.

#### **Attachment**

Report of the City Clerk dated October 19, 2015.

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## 2016 – Appointments of Deputy Mayor

### Recommendation

That a report be submitted to City Council's Organizational Meeting, as part of the November 2015 Regular Business Meeting, recommending approval of the 2016 appointments of Deputy Mayor, as described in this report and detailed in Attachment 1.

### Topic and Purpose

The purpose of this report is to review the 2016 appointments of Deputy Mayor.

### Report Highlights

1. Attachment 1 (Appointments of Deputy Mayor) provides a listing of Deputy Mayor appointments to October, 2016.

### Strategic Goal

The information contained in this report and attachments aligns with the long-term strategies related to the Strategic Goal of Continuous Improvement.

### Background

Bylaw No. 9170, *The Procedures and Committees Bylaw, 2014* was passed by City Council on June 9, 2014 and came into force on July 1, 2014. Section 7 of the *Bylaw* provides for an organizational meeting to be held each year as part of the Regular Business meeting in November. At the organizational meeting, Council shall establish:

- (a) the term and rotation schedules for the positions of Deputy Mayor and Acting Mayor;
- (b) dates, times and places for regularly scheduled meetings of Council and Council Committees; and
- (c) Standing Policy Committee appointments for the following year.

This report deals with (a) above.

### Report

Pursuant to *The Cities Act*, City Council is required to appoint a Deputy Mayor.

The Deputy Mayor is to act as the Mayor if the Mayor is unable to perform the duties of Mayor, or the office of Mayor is vacant. Council shall appoint an Acting Mayor if both the Mayor and the Deputy Mayor are unable to perform the duties of Mayor, or both the

office of the Mayor and the office of Deputy Mayor are vacant. The Acting Mayor shall be the Council member who was last elected as Deputy Mayor.

In the past, City Council has appointed the Deputy Mayor on a reverse alphabetical basis with a monthly rotation. Attachment 1 is a listing of proposed Deputy Mayor appointments up to October, 2016. A further report will be submitted after the Civic Election to be held on October 26, 2016, in order to appoint the Deputy Mayor for November and December, 2016.

**Policy Implications**

There are no policy implications at this time.

**Due Date for Follow-up and/or Project Completion**

The 2016 Appointments for Deputy Mayor are to be considered by City Council at its organizational meeting, as part of the Regular Business Meeting in November, 2015, and a further report will be submitted following the Civic Election to be held on October 26, 2016.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**Attachment(s)**

1. Attachment – Appointment of Deputy Mayor – 2016 (January – October)

**Report Approval**

Written and Approved by: Joanne Sproule, City Clerk

**Appointment of Deputy Mayor – 2016**

Councillor T. Paulsen	-	January 2016
Councillor E. Olauson	-	February 2016
Councillor P. Lorje	-	March 2016
Councillor M. Loewen	-	April 2016
Councillor Z. Jeffries	-	May 2016
Councillor A. Iwanchuk	-	June 2016
Councillor D. Hill	-	July 2016
Councillor R. Donauer	-	August 2016
Councillor T. Davies	-	September 2016
Councillor C. Clark	-	October 2016



## **EXECUTIVE COMMITTEE**

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### **2016 Appointments to Executive Committee and Standing Policy Committee**

#### **Recommendation of the Committee**

That City Council approve the following appointments for 2016:

#### **Executive Committee**

All members of City Council

#### **Standing Policy Committee on Planning, Development & Community Services**

Councillor Davies  
Councillor Hill  
Councillor Jeffries  
Councillor Lorje  
Councillor Paulsen

#### **Standing Policy Committee on Finance**

Councillor Clark  
Councillor Donauer  
Councillor Iwanchuk  
Councillor Olauson  
Councillor Paulsen

#### **Standing Policy Committee on Transportation**

Councillor Clark  
Councillor Davies  
Councillor Donauer  
Councillor Hill  
Councillor Loewen

#### **Standing Policy Committee on Environment, Utilities & Corporate Services**

Councillor Iwanchuk  
Councillor Jeffries  
Councillor Loewen  
Councillor Lorje  
Councillor Olauson



## **EXECUTIVE COMMITTEE**

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### **History**

At its October 19, 2015 meeting, Executive Committee considered a report of the City Clerk regarding the above.

### **Attachment**

Report of the City Clerk dated October 19, 2015.

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## 2016 – Appointments to Executive Committee and Standing Policy Committees

### **Recommendation**

That Executive Committee recommend to City Council's Organizational Meeting, as part of the November, 2015, Regular Business Meeting, confirmation of the following appointments for 2016:

#### Executive Committee

All members of City Council

#### Standing Policy Committee on Planning, Development & Community Services

Councillor Davies

Councillor Hill

Councillor Jeffries

Councillor Lorje

Councillor Paulsen

#### Standing Policy Committee on Finance

Councillor Clark

Councillor Donauer

Councillor Iwanchuk

Councillor Olauson

Councillor Paulsen

#### Standing Policy Committee on Transportation

Councillor Clark

Councillor Davies

Councillor Donauer

Councillor Hill

Councillor Loewen

#### Standing Policy Committee on Environment, Utilities & Corporate Services

Councillor Iwanchuk

Councillor Jeffries

Councillor Loewen

Councillor Lorje

Councillor Olauson

### **Topic and Purpose**

The purpose of this report is to confirm appointments to City Council's Executive Committee and Standing Policy Committees for 2016.

### **Strategic Goal**

The information contained in this report aligns with the long-term strategies related to the Strategic Goal of Continuous Improvement.

### **Background**

Bylaw No. 9170, *The Procedures and Committees Bylaw, 2014* was passed by City Council on June 9, 2014 and came into force on July 1, 2014. Section 7 of the Bylaw provides for an organizational meeting to be held each year as part of the Regular Business meeting in November. At the organizational meeting, Council shall establish Standing Policy Committee appointments for the following year.

On November 24, 2014, City Council approved appointments to Executive Committee and the Standing Policy Committees for 2015.

### **Report**

At the meeting of City Council held on November 24, 2014, City Council approved appointments to Executive Committee and the Standing Policy Committees for 2015.

Bylaw No. 9170 *The Procedures and Committees Bylaw* provides for Standing Policy Committee appointments to be made for the following year during the organizational meeting held each year as part of the Regular Business Meeting in November. Executive Committee shall consist of all members of City Council and each of the Standing Policy Committees shall consist of five Councillors, appointed annually.

The appointments for each Committee for 2015 are as outlined in the above recommendation and Executive Committee is requested to consider recommending confirmation of the same appointees for 2016.

### **Policy Implications**

There are no policy implications at this time.

### **Due Date for Follow-up and/or Project Completion**

Annual appointments will be considered each year during City Council's organizational meeting, as part of the Regular Business Meeting in November.

### **Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

### **Report Approval**

Written and Approved by: Joanne Sproule, City Clerk

Admin Report - 2016 - Appointments to Executive Committee and Standing Policy Committees.docx



## EXECUTIVE COMMITTEE

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### 2016 Annual Appointments to Boards and Committees

#### **Recommendation of the Committee**

That the following appointments and reappointments for the terms indicated, be approved:

#### **Advisory Committee on Animal Control [File No. CK. 225-9]**

1. That the following be re-appointed to the Advisory Committee on Animal Control for 2016:
  - Councillor Z. Jeffries
  - Ms. Melissa Gieni, Public
  - Dr. Edward Hudson, Public
  - Ms. Cassandra Stinn, Public
  - Ms. Andrea Ziegler, Public
  - Dr. Duncan Hockley, Western College of Veterinary Medicine
  - Ms. Kristen Shymko, Saskatoon Health Region
  - Dr. Michael Powell, Saskatoon Academy of Veterinary Medicine; and
2. That Executive Committee report further regarding the remaining public vacancy.

#### **Corman Park – Saskatoon District Planning Commission [File No. CK. 175-10]**

That the following be reappointed to the Corman Park – Saskatoon District Planning Commission for 2016:

- Councillor R. Donauer
- Councillor E. Olauson
- Mr. Bruce Richet, Public
- Mr. Brad Sylvester, Public

#### **Cultural Diversity and Race Relations Committee [File No. CK. 225-40]**

That the following be appointed and reappointed to the Cultural Diversity and Race Relations Committee for the terms indicated:

For 2016:

- Councillor E. Olauson
- Ms. Julie Yu, Public
- Ms. Joann Gaudry, Public
- Ms. Maria Soonias, Public
- Ms. Shirley Ross, Public
- Ms. Nayyar Javed, Public



## EXECUTIVE COMMITTEE

- Mr. Toffic Salah, Public
- Ms. Kari Wuttunee, Public

To the end of 2017:

- Mr. David Santosi, Ministry of Social Services
- Mr. Christopher Sicotte, Public-Metis Community
- Mr. Howard Sangwais, Ministry of Corrections, Public Safety and Policing

### **Municipal Heritage Advisory Committee [File No. CK. 225-18]**

That the following be appointed and reappointed to the Municipal Heritage Advisory Committee for the terms indicated:

For 2016:

- Councillor C. Clark

To the end of 2017:

- Ms. Patti McGillivray, Public
- Ms. Maggie Schwab, Public
- Mr. Lloyd Minion, Saskatoon Region – Association of Realtors Inc.
- Mr. Mike Velonas, Meewasin Valley Authority
- Mr. Michael Williams, Saskatoon Archaeological Society

### **Municipal Planning Commission [File No. CK. 175-16]**

That the following be appointed and reappointed to the Municipal Planning Commission for the terms indicated:

For 2016:

- Councillor E. Olauson

To the end of 2017:

- Ms. Diane Bentley, Public
- Ms. Donna Fracchia, Public
- Mr. Greg White, Public
- Ms. Janice Braden, Public
- Ms. Sydney Smith, Public
- Mr. Shaun Betker, Public
- Mr. Stan Laba, Board of Education for Saskatoon Public Schools



## EXECUTIVE COMMITTEE

### **Naming Advisory Committee [File No. CK. 225-1]**

That the following be reappointed to the Naming Advisory Committee for 2016:

- Councillor T. Davies
- Councillor A. Iwanchuk

### **Public Art Advisory Committee [File No. CK. 175-58]**

That Ms. Gale Hagblom be appointed as a public member of the Public Art Advisory Committee to the end of 2017.

### **Saskatoon Accessibility Advisory Committee [File No. CK. 225-70]**

That the following be reappointed to the Saskatoon Accessibility Advisory Committee for the terms indicated:

For 2016:

- Councillor C. Clark
- Councillor M. Loewen

To the end of 2017:

- Ms. Janice Dawson, Public
- Ms. Gladys Kozlow, Public
- Mr. J.D. McNabb, Public
- Ms. Odette Nicholson, Public

### **Saskatoon Environmental Advisory Committee [File No. CK. 175-9]**

That the following be appointed and reappointed to the Saskatoon Environmental Advisory Committee for the terms indicated:

For 2016:

- Councillor M. Loewen

To the end of 2017:

- Ms. Kathryn Palmer, Public
- Ms. Sara Harrison, Public
- Ms. Kathleen Aikens, Public
- Ms. Angie Bugg, Public
- Mr. David McGrane, Public
- Ms. Kari Engele-Carter, Saskatoon Health Region



## EXECUTIVE COMMITTEE

### **Social Services Subcommittee – Assistance to Community Groups: Cash Grant Program [File No. CK. 225-2-4]**

That the following be appointed and reappointed to the Social Services Subcommittee for 2016:

- Ms. Heather Trischuk, Public
- Ms. Janet Simpson, Board of Education for Saskatoon Public Schools
- Ms. Carol McInnis, Board of Education for Greater Saskatoon Catholic Schools
- Ms. Judy Shum, United Way
- Mr. Peter Wong, Ministry of Social Services

### **Street Activity Steering Committee [File No. CK. 5000-1]**

1. That the appointment term be two years; and
2. That the following be reappointed to the Street Activity Steering Committee to the end of 2017:

- Ms. Vanessa Charles, Saskatoon Anti-Poverty Coalition
- Ms. Sarah Marchildon, Broadway Business Improvement District
- Ms. Elisabeth Miller, Community Services Department
- Mr. Brent Penner, The Partnership
- Mr. Randy Pshebylo, Riversdale Business Improvement District
- Police Chief Clive Weighill, Saskatoon Police Service  
(Sgt. Mitch Yuzdepski, Alternate)

### **Traffic Safety Committee [File No. CK. 225-8]**

That the following be appointed and reappointed to the Traffic Safety Committee for the terms indicated:

For 2016:

- Councillor M. Loewen

To the end of 2017:

- Mr. Doug Hingston, Public
- Mr. Steve Shannon, Board of Education for Saskatoon Public Schools – School Community Council Assembly
- Sergeant Dan Bryden, Saskatoon Police Service
- Mr. Ken Claffey, Board of Education for Saskatoon Public Schools – Driver Education
- Mr. Al Reichert, Saskatoon and District Safety Council



## EXECUTIVE COMMITTEE

### **Albert Community Centre Management Committee [File No. CK. 225-27]**

1. That the following be reappointed to the Albert community Centre Management Committee to the end of 2016:
  - Councillor C. Clark
  - Ms. Julie Gutek, Public
  - Ms. Lisa Kirkham, Varsity View Community Association
  - Mr. Grant Whitecross, Nutana Community Association
  - Mr. Dave Hude, Facilities & Fleet Management; and
2. That the Committee report further regarding the remaining public vacancies.

### **Board of Police Commissioners [File No. CK. 175-23]**

That the following be reappointed to the Board of Police Commissioners for 2016:

- Councillor C. Clark
- Councillor D. Hill
- Ms. Darlene Brander, Public
- Ms. Carolanne Inglis-McQuay, Public

### **Centennial Auditorium and Convention Centre Corporation Board of Directors (TCU Place) [File No. CK. 175-28]**

1. That the City's representative be instructed to vote the City's proxy at the 2016 Annual General Meeting for the reappointment of the following to the Centennial Auditorium and Convention Centre Corporation Board of Directors throughout a term expiring at the conclusion of the terms indicated:

At the conclusion of the 2017 Annual General Meeting:

- Councillor A. Iwanchuk
- Councillor T. Paulsen
- Mr. Kirk M. Cherry, Public

At the conclusion of the 2018 Annual General Meeting:

- Mr. Morris Smysnuik; and

2. That the Committee report further regarding the remaining public vacancy.

### **Library Board [File No. CK. 175-19]**

1. That the following be reappointed to the Library Board for the terms indicated:

For 2016:

- Councillor M. Loewen



## EXECUTIVE COMMITTEE

To the end of 2017:

- Ms. Lisa Erickson, Public
- Ms. Karen Harilstad, Public; and

2. That the Committee report further regarding the remaining public vacancies.

### **Marr Residence Management Board [File No. CK. 225-52]**

That the following be appointed and reappointed to the Marr Residence Management Board for the terms indicated:

For 2016:

- Councillor C. Clark

To the end of 2017:

- Ms. Fiona Boyko, Public
- Mr. Garth Cantrill, Nutana Community Association
- Ms. Della Greer, Saskatoon Heritage Society
- Mr. Andrew Whiting, Meewasin Valley Authority

### **Saskatoon Gallery and Conservatory Board of Directors [File No. CK. 175-27]**

That the City's representative be instructed to vote the City's proxy at the 2016 Annual General Meeting for the reappointment of the following to the Saskatoon Gallery and Conservatory Board of Directors throughout a term expiring at the conclusion of the terms indicated:

At the conclusion of the 2017 Annual General Meeting:

- Councillor C. Clark
- Councillor T. Paulsen

At the conclusion of the 2018 Annual General Meeting:

- Mr. Darrell Bell, Public
- Ms. Keitha McClocklin, Public

### **Remai Modern Art Gallery of Saskatchewan [File No. CK. 175-27]**

That the City's representative be instructed to vote the City's proxy at the 2016 Annual General Meeting for the reappointment of the following to the Remai Modern Art Gallery of Saskatchewan throughout a term expiring at the conclusion of the terms indicated:

At the conclusion of the 2017 Annual General Meeting:



## EXECUTIVE COMMITTEE

- Councillor C. Clark
- Councillor T. Paulsen

At the conclusion of the 2018 Annual General Meeting:

- Mr. Darrell Bell, Public
- Ms. Keitha McClocklin, Public

### **SaskTel Centre Board of Directors [File No. CK. 175-31]**

That the City's representative be instructed to vote the City's proxy at the 2016 Annual General Meeting for the appointment and reappointment of the following to the SaskTel Centre board of Directors throughout a term expiring at the conclusion of the terms indicated:

At the conclusion of the 2017 Annual General Meeting:

- Councillor T. Davies
- Councillor D. Hill

At the conclusion of the 2018 Annual General Meeting:

- Mr. Arthur Postle, Public (effective January 1, 2016)
- Mr. Jim Rhode, Public (effective January 1, 2016)
- Ms. Candice Murray, Public
- Mr. Derek Lothian, Public

### **Board of Revision/Saskatoon License Appeals Board [File No. CK. 175-6 and 175-56]**

1. That the following be reappointed to the Board of Revision and to the License Appeals Board to the end of 2016:

- Ms. June Bold, Public
- Mr. Colin Butler, Public
- Mr. Adrian Deschamps, Public
- Mr. Marvin Dutton, Public
- Mr. David Gabruch, Public
- Mr. Randy Pangborn, Public
- Mr. David Putz, Public
- Mr. Asit Sarkar, Public
- Mr. Dennis Will, Public; and

2. That the Committee report further on the remaining public vacancy.



## EXECUTIVE COMMITTEE

### **Developments Appeal Board [File No. CK. 175-21]**

That the following be appointed and reappointed to the Development Appeals Board to the end of 2017:

- Mr. Brad Wiebe, Public
- Ms. Lois Lamon, Public
- Mr. Asit Sarkar, Public
- Mr. Fred Sutter, Public

### **Property Maintenance Appeals Board/Private Swimming Pools Appeals Board/Waste Management Appeals Board [File No. CK. 225-54]**

That the following be reappointed to the Property Maintenance Appeals Board/Private Swimming Pools Appeals Board/Waste Management Appeals Board to the end of 2017:

- Mr. Michael Brockbank, Public
- Mr. Donald Stiller, Public
- Mr. Dan Wiks, Public

### **33rd Street Business Improvement District Board of Management [File No. CK 175-59]**

That Councillor D. Hill be reappointed to the 33rd Street Business Improvement District Board of Management for 2016.

### **Broadway Business Improvement District Board of Management [File No. CK 175-47]**

That Councillor C. Clark be reappointed to the Broadway Business Improvement District Board of Management for 2016.

### **Downtown Business Improvement District Board of Management (The Partnership) [File No. CK 175-48]**

That Councillor T. Davies be reappointed to the Downtown Business Improvement District Board of Management for 2016.

### **Federation of Canadian Municipalities National Board of Directors [File No. CK 155-2]**

That Councillor D. Hill be nominated to put his name forward for election to the Federation of Canadian Municipalities National Board of Directors for 2016.



## EXECUTIVE COMMITTEE

### **Federation of Canadian Municipalities Standing Committees [File No. CK 155-2]**

That all City Councillors be nominated to apply to be appointed to a Federation of Canadian Municipalities Standing Committee.

### **Meewasin Valley Authority - City Representative [File No. 180-6]**

That the following be reappointed to the Meewasin Valley Authority for 2016:

- Councillor C. Clark
- Councillor Z. Jeffries
- Councillor M. Loewen

### **Meewasin Valley Authority Appeals Board [File No. CK 180-6]**

That Ms. Dianne Allen be reappointed to the Meewasin Valley Authority Appeals Board to the end of 2017.

### **North Central Transportation Planning Committee [File No. CK 155-10]**

That Councillor E. Olauson be nominated for reappointment to the North Central Transportation Planning Committee for 2016.

### **Partners for the Saskatchewan River Basin [File No. CK 225-64]**

That Councillor P. Lorje be nominated for appointment to the Partners for the Saskatchewan River Basin for 2016.

### **Riversdale Business Improvement District [File No. CK 175-49]**

That Councillor P. Lorje be reappointed to the Riversdale Business Improvement District for 2016.

### **Saskatchewan Assessment Management Agency: City Advisory Committee [File No. CK. 180]**

That the following be nominated for reappointment to the Saskatchewan Assessment Management Agency: City Advisory Committee for 2016:

- Councillor A. Iwanchuk
- Mr. Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Department
- City Assessor, Observer

### **Saskatchewan Urban Municipalities Association Board of Directors [File No. CK. 155-3]**

That the following be nominated for reappointment to the Saskatchewan Urban Municipalities Association Board of Directors for 2016:

- Councillor D. Hill
- Councillor E. Olauson



## EXECUTIVE COMMITTEE

- Councillor T. Paulsen (Alternate)

### **Saskatoon Airport Authority [File No. CK 175-43]**

That Councillor R. Donauer be nominated for reappointed as a member of the Saskatoon Airport Authority Community Consultative Committee and Customer Service Working Group throughout a term expiring at the conclusion of the 2017 Public Annual Meeting of the Corporation.

### **Saskatoon Housing Initiatives Partnership [File No. CK.155-1]**

That Councillor C. Clark be nominated for reappointment to the Saskatoon Housing Initiatives Partnership for 2016.

### **Saskatoon Ideas Inc. Board of Directors [File No. CK 600-3]**

That Councillor P. Lorje be reappointed to the Saskatoon Ideas Inc. Board of Directors for 2016.

### **Saskatoon Prairieland Exhibition Corporation [File No. CK 175-29]**

That Councillor E. Olauson be nominated for reappointment to the Saskatoon Prairieland Exhibition Corporation for 2016.

### **Saskatoon Regional Economic Development Authority [File No. CK 175-37]**

That the following be nominated for appointment and reappointment to the Saskatoon Regional Economic Authority for 2016:

- Councillor R. Donauer
- Councillor T. Davies
- Councillor A. Iwanchuk (Alternate)

### **Sutherland Business Improvement District Board of Management [File No. CK 175-50]**

That Councillor Z. Jeffries be appointed to the Sutherland Business Improvement District Board of Management for 2016.

### **Tourism Saskatoon Board of Directors [File No. CK 175-30]**

That the following be nominated for reappointment to the Tourism Saskatoon Board of Directors for 2016:

- Councillor M. Loewen
- Councillor A. Iwanchuk



## EXECUTIVE COMMITTEE

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### **Trans Canada Yellowhead Highway Association [File No. CK 155-5]**

That Councillor Z. Jeffries be nominated for reappointment to the Trans Canada Yellowhead Highway Association for 2016.

### **Wanuskewin Heritage Park Board of Directors [File No. CK 175-33]**

That Councillor Z. Jeffries be reappointed to the Wanuskewin Heritage Park Board of Directors for 2016.

### **Board of Trustees - Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees [File No. CK 175-40]**

That Councillor P. Lorje be appointed to the Board of Trustees - Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees.

### **History**

Executive Committee, at its In Camera meeting held on October 19, 2015, undertook its annual review of appointments to Boards, Committees and Commissions. In the fall of each year, the City of Saskatoon invites citizens to apply to fill vacancies on approximately 25 of its various boards and committees. Advertising was placed in the local press on September 12 and 13, 2015 comprised of a comprehensive advertisement and five specific advertisements for the Civic Boards. Advertising was also present on the City's website and supplemented by social media. In support of the advertising, the Citizens' Appointment Book was distributed to the Saskatoon Public Libraries, civic facilities and in various locations in City Hall. Applications were accepted online until October 2, 2015.



## **EXECUTIVE COMMITTEE**

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### **Broadway Business Improvement District Board Membership Changes**

#### **Recommendation of the Committee**

That City Council approve the changes to the Broadway Business Improvement District Membership.

#### **History**

Your Committee is recommending the appointment of Mrs. Friesen and Mr. Babiy, to replace Mr. Wickstrom and Mrs. Grist Merine on the Broadway Business Improvement District Board.

#### **Attachment**

1. Letter from Executive Director, Broadway Business Improvement District dated November 2, 2015.



175-47

November 2, 2015

His Worship Mayor Atchison & Members of City Council | City of Saskatoon  
c/o Joanne Stevens | Manager of Accounting & Support Services  
Revenue Branch | 222 3<sup>rd</sup> Avenue North | Saskatoon SK S7K 0J5

**Re: Broadway Business Improvement District Board Membership Changes**

Your Worship and Councillors,

Please be advised of recent changes in our Board of Directors Membership, for which we request your approval. As attached, please note existing membership, including new members, Mrs. Friesen & Mr. Babiy, and resignation from Mr. Wickstrom, Mrs. Grist Merino.

Respectfully submitted on behalf of the Board of Directors,

Sarah Marchildon  
Executive Director  
Broadway Business Improvement District

Enclosures: 2015 BBID Board Members

**Get the Goods... on Broadway.**

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Broadway Business Improvement District 813 Broadway Avenue Saskatoon SK S7N 1B5 306.664.6463



# 2015 Broadway BID Board of Directors

*as at November 2 2015*

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## Year of Appointment

2014	Executive Chair & Nutana Community Association Liaison	<b>Alison Whelan</b>   Broadway Theatre, Manager
2012	Executive Member	<b>Darci Ash</b>   Enigma Salon Studio, Owner
2013	Executive Member	<b>Troy Smith</b>   Group2, Owner
Reappointed Dec 2014		<b>Councillor Charlie Clark</b>   City Councillor - Ward 6
2014		<b>Kyle Jabs</b>   McDougall Gauley, Junior
2014		<b>Reid Challis</b>   the Bike Doctor, Marketing
2015		<b>Tania Friesen</b>   Nosh Eatery & Tap, Owner
2015		<b>Tyler Babiy</b>   New Balance, Manager



City of  
Saskatoon

## EXECUTIVE COMMITTEE

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### Membership – Board of Police Commissioners – Councillor C. Clark (May 25, 2015)

#### Recommendation of the Committee

1. That the information be received; and
2. That discussions with the Board of Police Commissioners occur in January pertaining to board membership, governance, and accountability.

#### History

At its November 16, 2015 meeting, Executive Committee considered a report of the City Solicitor.

#### Attachment

1. Report of the City Solicitor dated November 16, 2015.

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## Membership - Board of Police Commissioners – Councillor C. Clark (May 25, 2015)

### Recommendation

That Executive Committee recommend to City Council that this Report be received as information.

### Topic and Purpose

City Council passed a motion at its meeting held on June 22, 2015, that the Administration provide a report to Executive Committee on the process for adding two additional civilian members to the Board of Police Commissioners, including some analysis of the governance implications and considerations for determining the ratio of civilian to elected members of police boards and how this has been determined in other Canadian cities.

This Report provides a summary of these matters.

### Report Highlights

This Report summarizes the process for adding members to the Board of Police Commissioners and identifies considerations regarding the composition of boards of police commissioners in jurisdictions across Canada.

### Strategic Goal

This Report supports the Strategic Goal of Quality of Life as it promotes good policing practices.

### Report

*The Police Act, 1990* (the “Act”) requires a municipality with a population over 5,000 to establish, by bylaw, a board of police commissioners. The board of police commissioners must consist of at least three members, appointed annually by the council.

If the board consists of three members, it must include the mayor, one member of council, and one other person, who is not a member of council, as a member at large.

If the board consists of more than three members, it must consist of the mayor, two members of council, and two or more other persons, who are not members of council, as members at large.

As the board of police commissioners is established by bylaw, any changes to the number of members of the Saskatoon Board of Police Commissioners would require an amendment to *The Saskatoon Board of Police Commissioners Bylaw*.

Prior to 2001, the Act required a board of police commissioners to contain either three or five members. In 2001, the Act was amended such that a board could consist of more than five members. Notably, the number of members on the Saskatoon Board of Police Commissioners was increased from five to seven in December, 2001. Effective January 1, 2004, the number of members was decreased from seven to five. The rationale for the decrease was that a majority of the members should be elected to ensure accountability to the public.

The Boards of Police Commissioners in both Regina and Moose Jaw consist of five members. The Prince Albert Board of Police Commissioners is made up of seven members, with the City Manager, Chief of Police and Director of Financial Services acting as advisory officials.

Unlike Saskatchewan, legislation in other Canadian jurisdictions typically requires that the majority of members of a police board are not municipal councillors or employees of the municipality. In many of those jurisdictions, a board of police commissioners has a significantly greater role and specific responsibilities respecting the provision of police services set out within the legislation.

In Saskatchewan, the powers of a board of police commissioners are more general, including the delivery of policing services generally, and providing general direction, policy and priorities for the police service and developing long-term plans.

A summary of the legislative requirements in other Canadian jurisdictions is as follows:

- British Columbia – a municipal police board is to consist of the mayor, one person appointed by council and up to seven persons appointed by the Lieutenant Governor in Council (“LGC”). Appointees may not be a councillor or ineligible to be elected as a councillor;
- Alberta - a board of police commissioners may consist of three to 12 members. If it consists of four or fewer, only one may be a member of council or an employee of the municipality. If it consists of more than four people, two may be councillors or employees of the municipality;
- Manitoba - a municipal police board to consist of at least five members. One member is appointed by the LGC and the others are appointed by council. No more than half of the members of a municipal police board may be councillors or employees of the municipality;
- Ontario - a police services board in a municipality with a population over 25,000 must have five members, including the head of the municipal council,

- one member of council, one person appointed by council who is neither a councillor nor an employee of the municipality, and two persons appointed by the LGC. A municipality with a population of over 300,000 may apply to the LGC to increase the size of its board to seven members; and
- Nova Scotia – a board of police commissioners may consist of five or seven members. A five-member board must consist of two councillors, two people appointed by council who are not councillors or employees of the municipality and one person appointed by the Minister. A seven-member board must consist of three councillors, three people appointed by council who are not councillors or employees of the municipality and one person appointed by the Minister.

Greater detail of the legislative requirements in other Canadian provinces is attached as Attachment 1.

### **Public Notice**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

### **Attachment**

1. Detailed Summary of Legislative Requirements in Other Provinces.

### **Report Approval**

Written by: Jon Danyliw, Solicitor  
Approved by: Patricia Warwick, City Solicitor

Admin Report – Membership – Board of Police Commissioners.docx  
102-0460-jwd-2.docx

## Detailed Summary of Legislative Requirements in Other Provinces

### **British Columbia - *Police Act***

Pursuant to the British Columbia *Police Act*, a municipal police board is to consist of the mayor of the municipality, one person appointed by the council, and not more than seven persons appointed by the Lieutenant Governor in Council. A person appointed to the police board cannot be a councillor or ineligible to be elected as a councillor. The legislative intent behind the creation of a police board is to ensure that a police department remains a separate and independent body from the municipality and to insulate the police department from the political decision-making process.

In British Columbia, a municipal police board has four main governance functions:

- (a) employer of all sworn and civilian staff of a police department;
- (b) primary financial oversight for the department;
- (c) establishes policy priorities and policies that set direction for the department; and
- (d) authority for policy and service complaints, and discipline authority for complaints against chief and deputy chief constables.

The City of Vancouver Police Board is made up of the mayor, one person appointed by the council and six people appointed by the Lieutenant Governor in Council. Board members are chosen to reflect the demographics of the community. The stated goal of the Vancouver Police Board is to provide civilian governance and oversight of policing. The Board has five standing committees, including Finance, Freedom of Information, Governance, Human Resources, and Service and Policy Complaint Review.

### **Alberta - *Police Act***

The Alberta *Police Act* states that a board of police commissioners may consist of three to 12 members. If it consists of four or fewer, only one may be a member of council or an employee of the municipality. If it consists of more than four people, two may be councillors or employees of the municipality.

In Alberta, municipal boards of police commissioners have the following legislated functions:

- (a) to allocate funds provided by a city council, in consultation with the chief of police;
- (b) to establish policies providing for efficient and effective policing;
- (c) to issue instructions as necessary to the chief in regards to those policies; and
- (d) to ensure sufficient persons are employed by the police service to carry out its functions.

The Calgary Police Commission has 11 members, nine of whom are members of the public and two of whom are municipal appointees, who may be councillors or municipal employees. The stated purpose of the Commission is to provide independent civilian oversight and governance of the Calgary Police Service to ensure a safe community.

The Calgary Police Commission has three subcommittees, including Finance and Audit, Governance, and Complaints Oversight.

The Edmonton Police Commission has nine members, two of whom are councillors. The Commission is intended to be a non-political, independent body representing the view of the public on policing matters. While the Commission is appointed by and accountable to City Council, it is intended to remain an unbiased body whose primary responsibility is ensuring professional and ethical front line policing.

The Edmonton Police Commission has three standing policy committees appointed to make recommendations to the Commission for review and decisions, including the Governance Committee, Finance and Audit Committee, and Professional Standards Committee. Each committee must have at least three members.

### **Manitoba - *Police Services Act***

The Manitoba *Police Services Act* requires a municipal police board to consist of at least five members. One member is appointed by the Lieutenant Governor in Council and the others are appointed by council. The City of Winnipeg Police Board must have at least seven members, two of whom are appointed by the Lieutenant Governor in Council. No more than half of the members of a municipal police board may be councillors or employees of the municipality.

As stated in the *Police Services Act*, the purpose of a police board is to provide civilian governance respecting the enforcement of law, the maintenance of public peace and the prevention of crime and to provide administrative direction and organization required to provide adequate and effective police service in the municipality. A police board has four general duties:

- (a) after consulting with the police chief, establish priorities and objectives for the police service;
- (b) establish policies for the effective management of the police service;
- (c) direct the police chief and monitor his or her performance; and
- (d) perform any other prescribed duties.

More specifically, a police board in Manitoba must:

- (a) ensure that the police chief establishes programs and strategies to implement the priorities and objectives established by the board for the police service;
- (b) ensure that community needs and values are reflected in the policing priorities, objectives, programs and strategies;

- (c) ensure that police services are delivered in a manner consistent with community needs, values and expectations; and
- (d) act as a liaison between the community and the police service.

A police board in Manitoba may give orders and directions to the police chief, but not to other police officers. No individual member of a board may give an order or direction to any police officer. Furthermore, a police board must not give orders or directions on specific operational decisions, individual investigations or the day-to-day operation of the police service.

The Winnipeg Police Board is required to establish four standing committees, including the Governance Committee, Finance Committee, Strategic Planning Committee, and Risk Management and Audit Committee. Each standing committee must have at least three members, in addition to the Board Chair.

### **Ontario - *Police Services Act***

In Ontario, a police services board in a municipality with a population over 25,000 must have five members, including the head of the municipal council, one member of council, one person appointed by council who is neither a councillor nor an employee of the municipality, and two persons appointed by the Lieutenant Governor in Council.

A municipality with a population of over 300,000 may apply to the Lieutenant Governor in Council to increase the size of its board to seven members, including the head of the municipal council, two members of council, one person appointed by council who is neither a councillor nor an employee of the municipality, and three persons appointed by the Lieutenant Governor in Council.

Pursuant to the *Police Services Act*, a police services board in Ontario is responsible for the provision of adequate and effective police services in the municipality and must:

- (a) appoint the members of the municipal police force;
- (b) generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality;
- (c) establish policies for the effective management of the police force;
- (d) recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions, taking their submissions into account;
- (e) direct the chief of police and monitor his or her performance;
- (f) establish policies respecting the disclosure by chiefs of police of personal information about individuals;
- (g) receive regular reports from the chief of police on disclosures and decisions made regarding secondary activities;
- (h) establish guidelines with respect to the indemnification of members of the police force for legal costs;
- (i) establish guidelines for dealing with complaints; and

- (j) review the chief of police's administration of the complaints system and receive regular reports from the chief of police on his or her administration of the complaints system.

The Toronto Police Services Board consists of seven members. Its purpose is to provide civilian oversight of the Toronto Police Service. The Board may appoint subcommittees to address various matters. The Chair of the Board is a member of each subcommittee.

### **Nova Scotia - Police Act**

A board of police commissioners may consist of five or seven members. A five-member board must consist of two councillors, two people appointed by council who are not councillors or employees of the municipality, and one person appointed by the Minister. A seven-member board must consist of three councillors, three people appointed by council who are not councillors or employees of the municipality, and one person appointed by the Minister.

A board of police commissioners in Nova Scotia is to provide civilian governance on behalf of the council in relation to the enforcement of law, the maintenance of law and order, and the prevention of crime in the municipality; and to provide administrative direction, organization and policy required to maintain an adequate, effective and efficient police department. A board of police commissioners is required to:

- (a) determine, in consultation with the chief officer, priorities, objectives and goals respecting police services in the community;
- (b) ensure the chief officer establishes programs and strategies to implement the priorities, objectives and goals respecting police services;
- (c) ensure that community needs and values are reflected in policing priorities, objectives, goals, programs and strategies;
- (d) ensure that police services are delivered in a manner consistent with community values, needs and expectations;
- (e) act as a conduit between the community and the police service providers;
- (f) recommend policies, administrative and organizational direction for the effective management of the police department;
- (g) review with the chief officer information provided by the chief officer respecting complaints and internal discipline;
- (h) ensure a strategic plan and business plan is in place; and
- (i) ensure the department is managed by the chief officer according to best practices and operates effectively and efficiently.

The Halifax City Council appoints six members of the Board of Police Commissioners, three of whom are councillors. The Solicitor General may appoint one additional member to the Board. The Board provides civilian governance regarding strategic policy and policy driven budget planning for police service delivery. It does not appear that the Board has appointed subcommittees.



## EXECUTIVE COMMITTEE

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### Municipal Governance Structure

#### Recommendation of the Committee

1. That the following changes be implemented with respect to the City of Saskatoon's municipal governance structure:
  - a. Executive Committee be renamed the Governance and Priorities Committee and remain a Committee of all members of Council; the Governance and Priorities Committee's mandate includes: governance, strategic priorities, annual business plan and budget process, legal matters, human resource and collective bargaining issues and government relations; and, the Governance and Priorities Committee continues to meet on the third Monday of every month;
  - b. That City Council have the ability to extend a Regular Business Meeting past 5:00 to 11:00 p.m. upon a majority vote of the members present; and
  - c. That for Public Hearings, members be prohibited from voting when absent for an entire Hearing; members vote when they have missed part of a Hearing but have reviewed a summary or a recording of what was missed; and, procedural provisions be included which aid in preventing members from missing small parts of Hearings.
2. That the City Solicitor be instructed to amend The Procedures and Committees Bylaw, 2014 (the "Bylaw") to implement the changes to the governance structure; and
3. That the calendar which contains the Governance and Priorities Committee (Option 2) be adopted for 2016.

#### History

Your Committee is not recommending any changes to the consent agenda process or the provisions in The Procedures and Committees Bylaw regarding debate times. The above recommendations are submitted regarding the remaining matters.

#### Attachment

Report of the City Solicitor, dated November 16, 2015

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## Municipal Governance Structure

### Recommendation

1. That Executive Committee recommend to City Council that the following changes be implemented with respect to the City of Saskatoon's municipal governance structure:
  - a. Executive Committee be renamed the Governance and Priorities Committee and remain a Committee of all members of Council; the Governance and Priorities Committee's mandate includes: governance, strategic priorities, annual business plan and budget process, legal matters, human resource and collective bargaining issues and government relations; and, the Governance and Priorities Committee continues to meet on the third Monday of every month;
  - b. That City Council have the ability to extend a Regular Business Meeting past 5:00 p.m. upon a majority vote of the members present; and
  - c. That for Public Hearings, members be prohibited from voting when absent for an entire Hearing; members vote when they have missed part of a Hearing but have reviewed a summary or a recording of what was missed; and, procedural provisions be included which aid in preventing members from missing small parts of Hearings.
2. That Executive Committee recommend to City Council that the City Solicitor be instructed to amend *The Procedures and Committees Bylaw, 2014* (the "Bylaw") to implement the changes to the governance structure.
3. That Executive Committee recommend to City Council the calendar which contains the Governance and Priorities Committee be adopted for 2016.

### Topic and Purpose

The purpose of this report is to provide an analysis of and recommendations for possible improvements to the City's governance structure.

### Report Highlights

This report considers a number of improvements for the City's governance structure and provides recommendations as follows:

1. Respecting the duplication of business between Executive Committee and City Council the recommendations are:
  - that Executive Committee is renamed the Governance and Priorities Committee and retains its membership of all members of Council;
  - that the Governance and Priorities Committee has its mandate narrowed; and

- that the Governance and Priorities Committee continues to meet on the third Monday of each month. Also, the recommendation is that City Council continues to meet once per month on the fourth Monday and hold a Regular Business Meeting and a Regular Public Hearing Meeting.
2. Respecting the issue of the consideration of establishing different criteria for items to be included and removed from the Consent Agenda, the recommendation is that no change be made.
  3. Respecting the consideration of revising the time to debate, the recommendation is that no change be made.
  4. Respecting the consideration of the mandatory language in the Bylaw for extending the length of a Regular Council Meeting, the recommendation is that the language be amended to allow the time to be extended on a majority vote of members present.
  5. Respecting rules for voting when a member is absent for all or part of a Public Hearing, the recommendations are:
    - that procedural rules be included to allow for members to participate in the entire Hearing;
    - that the Bylaw clearly articulate the rule that members who are absent from an entire Hearing are not allowed to vote on the matter; and
    - that the Bylaw allow for a member to vote when part of a Hearing is missed provided the member reviews a summary or a recording of what was missed.

### **Strategic Goal**

This report supports the Strategic Goals of Quality of Life and Continuous Improvement as it promotes on-going review and provision of good governance practices.

### **Report**

Issues identified:

#### **1. *The Duplication of Business between Executive Committee and City Council***

##### **A. Current Provision**

Under its existing governance framework:

- There are typically two Council meetings per month, including both the Regular Business Meeting and Regular Public Hearing Meeting. These meetings are held on the same day.
- There is an Executive Committee comprised of all members of Council which typically meets once per month.

- There are four Standing Policy Committees (“SPC”) which typically meet once per month. The membership of each SPC is comprised of five members of Council and the Mayor, ex officio.
- City Council and all Committees of Council—including Executive Committee and SPCs—typically conduct business in public, but are permitted to discuss specific matters in private (or in-camera).

One of the issues with the current framework is the duplication of effort between Executive Committee meetings and Regular City Council meetings. Although Executive Committee has its own clearly defined mandate and areas of responsibility, on occasion, some items which are debated at an Executive Committee meeting will be debated again at a City Council’s Regular Business Meeting.

### B. Summary of Best Practices

The research indicates that in the larger western cities an executive committee of Council—with the exception of Saskatoon and Regina—is composed of a select group of Council members. For example:

- The City of Edmonton’s Executive Committee is composed of five members of Council (the Mayor and four other Councillors).
- The City of Calgary’s Priorities and Finance Committee is composed of seven members of Council (the Mayor and six other Councillors).
- The City of Winnipeg’s Executive Policy Committee is also composed of seven members of Council (the Mayor and six other Councillors).

The mandate of the above executive committees indicates that they can both make recommendations to Council and have the authority to approve certain activities. For example, Edmonton’s Executive Committee makes recommendations to Council on governance matters, government relations issues, and corporate finance, policy and personnel issues. It has the authority to approve the settlement of legal claims and collective bargaining agreements.

However, in cities such as Victoria, British Columbia, Red Deer, Alberta, and London, Ontario, there is a committee of Council that is composed of all members of Council (including the Mayor). These committees are not called an “Executive Committee” but include the terms “governance” and/or “priorities” in their name. They typically have a narrower mandate and less authority than the executive committees described above.

C. Options

There are several options that can be considered to address the issue of duplication of business between City Council and Executive Committee:

1. Maintain the status quo;
2. Change the name of Executive Committee to the “Governance and Priorities Committee”, retain its membership of all members of Council and reduce the mandate;
3. Reduce the size of Executive Committee and reduce the mandate;  
or
4. Abolish Executive Committee and establish two Council Meeting days per month. Each meeting would allow for an in camera portion.

Suggested distribution of Executive Committee mandate items are contained on Attachment Nos. 2 and 3. The 2016 Meeting Calendars which correspond to these options are contained on Attachment No. 6.

D. Recommendations

The recommendation is that Council rename Executive Committee to the “Governance and Priorities Committee”, that it remain a Committee of all members of Council and that its mandate be narrowed to focus on:

- Governance
- Strategic priorities
- Annual Business Plan and Budget Process
- Legal matters
- Human resource and collective bargaining issues
- Government relations

For more details on this topic, please see Attachment No. 1.

**2. *Establishment of Different Criteria for Items to be Included and Removed from the Consent Agenda***

A. Current Provision

Section 59 of the Bylaw establishes the use of a Consent Agenda for Regular City Council meetings, but not for Council Committee meetings.

The Consent Agenda for Saskatoon’s Regular Council Meeting is generally populated by those reports that receive unanimous consent at a preceding Council Committee meeting. Items listed on the Consent Agenda can be removed for debate and discussion by any member of

Council. Items that remain on the Consent Agenda will then be passed with one consent motion.

**B. Summary of Best Practices**

A consent agenda is a component of a meeting agenda that enables a governing body (e.g., City Council, board of directors) to group routine items, such as information reports, reports dealt with at a committee, and non-controversial motions, together as a single motion to be voted on by the governing body. Bylaws are not included on a consent agenda. The use of a consent agenda is considered to be a best practice in parliamentary procedure and meeting management or board governance literature, as they improve the efficiency of meetings and allow members to debate and discuss more substantive issues on the meeting agenda.

The consent agenda is widely used across several municipalities in Canada. The Cities of Calgary, Edmonton, Regina and Winnipeg all use a form of a consent agenda to varying degrees. Calgary, Edmonton and Winnipeg allow information reports and committee reports that received unanimous consent at a committee to go on the consent agenda. The City of Regina uses it for information reports. The City of Saskatoon's process is very similar to that used in Calgary, Edmonton and Winnipeg.

**C. Options**

An option to the status quo would be to eliminate the use of the Consent Agenda. Another option would be to limit the use of the Consent Agenda to information items. The research shows that the majority of jurisdictions do not do this.

**D. Recommendations**

The recommendation is that the Status Quo be maintained. The process appears to work well and there are really no better options that would improve the process.

**3. Consideration of Revising Time to Debate**

**A. Current Provision**

Section 67 of the Bylaw places limitations on debating a motion at a City Council meeting. According to this section of the Bylaw:

“(1) Subject to subsections (4) and (5), no Council member shall speak more than once to a motion except to explain a material part of their speech which may have been misquoted or misunderstood.

- (2) No Council member shall speak longer than five minutes on the same motion.
- (3) The mover of the motion shall be given the first opportunity to speak.
- (4) The mover of the motion shall be allowed a reply at the conclusion of the debate, which reply shall not be longer than three minutes.
- (5) Council may, by a majority vote of the members present, allow any member to speak to the same motion more than once or for longer than five minutes.”

However section 110(2)(b) of the Bylaw removes the time limitations for debate at Council Committees and permits Committee members to speak to an item more than once. Also, at Committee, debate and discussion is allowed without a motion on the floor.

**B. Summary of Best Practices**

All cities place limits on the amount of time and how many times Council members may speak on a motion. In most cities, the general practice is that no member shall speak twice on a motion, unless under specific circumstances, and each member is given five minutes to speak to a motion. The exception to this is Winnipeg, which gives each Council member 10 minutes to speak on a motion.

At Standing Committees, all cities, with the exception of Winnipeg, waive the time limits for members who wish to debate an item at committee meetings.

**C. Options**

The Bylaw could be amended to extend time limits on debate at Council meetings, but this would be contrary to best practice research. The Bylaw could place time limits on debate at Council Committee meetings, but this would be contrary to the public policy making role of the Committees. However, given that Executive Committee (or Governance and Priorities Committee) contains 11 members of Council, there may be some merit to limiting debate on items at this type of Committee.

**D. Recommendations**

The recommendation is that the status quo be maintained. The Bylaw, as currently enacted, relies on and reflects the best practice research on this issue.

**4. Consideration of the Mandatory Language in the Bylaw Respecting Extending the Length of a Regular Council Meeting**

A. Current Provision

The Bylaw states the following:

- that a Regular Business Meeting must be adjourned by 5:00 p.m.;
- that the Public Hearing commences at 6:00 p.m. and must be adjourned by 11:00 p.m.;
- that the Regular Business Meeting reconvenes immediately following the adjournment of the Regular Public Hearing to deal with any unfinished business, provided the Regular Public Hearing adjourns before 11:00 p.m.;
- that City Council may extend any regularly scheduled Council meeting (Regular Business Meeting or Regular Public Hearing) past 11:00 p.m. with unanimous consent of the members of City Council who are present;
- that in order to extend a Regular Business Meeting past 5:00 p.m. to finish considering an item, a motion to suspend the rules of City Council on an unanimous vote of members present is required; and
- City Council may alter the order of business contained on any Agenda by a majority vote. This would allow City Council to adjust the order in which it considers matters on the Agenda.

B. Summary of Best Practices

The practice in other jurisdictions is that if City Council wishes, a meeting may be extended beyond the time of adjournment upon a majority or a two-thirds vote.

Details are contained on Attachment No. 4.

C. Options

The Bylaw could be amended to permit City Council to extend a Regular Business Meeting past 5:00 p.m. upon a majority vote of the members present OR upon a unanimous vote of the members present OR upon a two-thirds vote of members present.

However, the recommendation is that any extension to go beyond 5:00 p.m. on days when the Regular Business Meeting is followed by a Public Hearing maintain a meal break between these meetings but not delay the start of the Public Hearing.

D. Recommendation

It is recommended that the language in the Bylaw be amended to allow for the time of a Regular Meeting of Council to be extended past 5:00 p.m. on a majority vote of City Council members present but that the start of the Public Hearing not be delayed and that Council allows itself a meal break between the Meetings.

**5. Consideration of Setting out Clear Rules Regarding Voting Practices during Public Hearing Meetings**

A. Current Provision

None. The common law rule is that a decision maker must be present to hear all evidence and argument in a matter before making a decision. The current practice is that if a Council member misses all or any part of a Hearing, no matter how small, the Chair excuses the member from voting.

B. Summary of Best Practices

The most common practice in other jurisdictions is for the procedure bylaw to contain provisions which prohibit a Council member from voting who was absent for an entire Hearing from voting. Generally, Council members who were absent for only part of a Hearing are permitted to vote after receiving a report summarizing the portion of the Hearing for which they were absent.

Details of common practices are contained on Attachment No. 5.

C. Options

1. Retain status quo;
2. Insert provisions which clearly prohibit a Council member from voting when they were absent for an entire Hearing;
3. Insert provisions which allow a member to vote when the Council members missed part of a Hearing but have reviewed a summary or a recording of what they missed; and
4. Insert procedural provisions which will largely prevent Council members from missing small parts of Hearings. This would include the Chair allowing for breaks between longer Hearings and allowing the City Clerk to signal the Chair when members leave the Chamber for short periods and the Chair calling for a short recess to accommodate the short absence.

### D. Recommendations

Options 2, 3 and 4 are being recommended.

### Options to the Recommendation

Executive Committee may decide to consider the various options to the recommendations as contained throughout the body of this report.

### Communication Plan

Various communication tools will be used to promote any changes to the municipal governance structure including news releases, website updates, advertising in the City Pages and sharing on social media. A more citizen friendly approach, such as producing a video on the municipal governance structure and how to get involved with City Council and its Standing Policy Committees, will also be explored.

### Public Notice

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

### Attachments

1. Issues and Options for Updating City Council's Governance Framework: Executive Committee and City Council
2. Existing Executive Committee – Proposed Redistribution
3. Proposed Redistribution of Delegated Authority for Executive Committee
4. Extending Meeting Times – Other Jurisdictions
5. Summary of Best Practices - Rules for Voting in Public Hearings
6. 2016 Meeting Calendar Options

### Report Approval

Written and Approved by: Patricia Warwick, City Solicitor  
Joanne Sproule, City Clerk  
Mike Jordan, Director of Governance Relations,  
City Manager's Office

## **Issues and Options for Updating City Council's Governance Framework: Executive Committee and City Council**

### **Introduction**

In July, 2014, Saskatoon City Council implemented comprehensive reforms to its governance framework. The objective of these reforms was to create a more modern, efficient, transparent and accountable process that would enhance the policy and decision making process for City Council. Among these reforms, City Council:

- Implemented live streaming of public Council and Committee meetings;
- Adopted four new Standing Policy Committees;
- Delegated some decision making authority to Standing Policy Committees and Executive Committee;
- Adopted a Consent Agenda to better manage the Council Agenda; and
- Amended the start time and frequency of City Council meetings.

The reforms were based on extensive best practice research in five western Canadian cities (Calgary, Edmonton, Saskatoon, Regina and Winnipeg).

City Council also agreed that it would undertake a review of the new framework to evaluate areas for improvement approximately one year after its implementation.

One of the issues with the existing governance framework is the overlap and duplication of debate and activities between Regular City Council meetings and Executive Committee meetings. As a result, the purpose of this paper is to provide some options for City Council to consider in addressing this issue. Before this paper elaborates on the options, it first provides a brief overview of the existing situation in the City of Saskatoon.

### **The Current Situation**

Under its existing governance framework, the City of Saskatoon:

- Typically holds two Council meetings per month, Regular Business Meeting and Regular Public Hearing Meeting, but these meetings are held on the same day.
- Contains an Executive Committee that typically meets once per month and whose membership is composed of all members of Council.
- Contains four Standing Policy Committees (SPC).

- Typically holds each SPC meeting once per month and the membership of each SPC is composed of five members of Council and the Mayor, ex officio.
- City Council and all Committees of Council—including the Executive Committee and SPCs—typically conduct all their business in public, but are permitted to discuss specific matters in private (or in-camera).

As noted, one of the issues with the current framework is the duplication of effort between the Executive Committee meetings and Regular City Council meetings. Although the Executive Committee has its own clearly defined mandate and areas of responsibility, on occasion some items that are debated at an Executive Committee meeting will be debated again at a City Council Regular Business Meeting.

The research indicates that an executive committee of Council in the larger western cities — with the exception of Saskatoon and Regina — is composed of a select group of Council members. For example:

- The City of Edmonton’s Executive Committee is composed of five members of Council (the Mayor and four other Councillors).
- The City of Calgary’s Priorities and Finance Committee is composed of seven members of Council (the Mayor and six other Councillors).
- The City of Winnipeg’s Executive Policy Committee is composed of seven members of Council (the Mayor and six other Councillors).

The mandate of the above executive committees indicates that they can both make recommendations to Council and have the authority to approve certain activities. For example, Edmonton’s Executive Committee makes recommendations to Council on governance matters, government relations issues, and corporate finance, policy and personnel issues. It has the authority to approve the settlement of legal claims and collective bargaining agreements.

The City of Winnipeg’s Executive Policy Committee, which has the most authority of this type of committee, has the power to formulate and present recommendations to Council respecting policies, plans, budgets, by-laws and other matters that affect the city as a whole. It ensures the implementation of policies adopted by Council. It has the power to coordinate the work of other committees. It also has the authority to settle legal claims and develop and establish policies related to corporate governance and collective bargaining.

This is also the case in many other large cities across the country, especially where a municipal council is composed of more than 10 members (see Toronto, Montreal and Halifax as examples). In these cases, the “Executive Committee” is truly an executive that acts as a sort of cabinet led by the Mayor that can make policy decisions.

However, in smaller cities such as Victoria, British Columbia, Red Deer, Alberta, and London, Ontario, there is a committee of Council that is composed of all members of Council (including the Mayor). These committees are not called an “Executive Committee” but include the terms “governance” and/or “priorities” in their name. They typically have a much a narrower mandate than a true, smaller executive committee. For example:

- Victoria has a “Governance and Priorities Committee” which is composed of all Council members (9), with the Mayor serving as Chair. The Committee considers and provides recommendations to Council on issues such as (but not limited to) governance, strategic priorities, legal matters and human resource and collective bargaining issues.
- Red Deer has a “Governance and Policy Committee” that is composed of all Council members (10), with the Mayor serving as Chair. The Committee generally deals with governance issues and Council’s policy framework. It is “not intended to replicate the meetings of Council but rather shall provide a more informal forum for the discussion of governance matters.”
- London has a “Strategic Priorities and Policy Committee” that is composed of all Council members (15), with the Mayor serving as Chair. The committee generally deals with strategic initiatives, governance, and budget matters.

### **Options for Consideration**

Given the preceding discussion, this section of the document provides some options to consider in addressing the issue. The options range from maintaining the status quo to the complete elimination of Executive Committee.

1. *Maintain the status quo:*
  - As its name suggests this option continues with the Status Quo and makes no changes to the existing governance framework.
  - The primary advantage of this option is that it would provide no disruption to the understanding and functioning of the current system.
  - The primary disadvantage of this option is that it does not address the overlap and duplication issues described earlier.
2. *Change the name of Executive Committee to the “Governance and Priorities Committee”, maintain its membership of all members of Council and reduce the mandate:*
  - This option changes the name of the Executive Committee to the Governance and Priorities Committee. The composition of the proposed Committee is all members of Council. The Committee would still be chaired by the Mayor.

- It also reduces the mandate of the Committee to focus on:
    - Governance
    - Strategic priorities
    - Annual Business Plan and Budget Process
    - Legal matters
    - Human resource and collective bargaining issues
    - Government relations
  - The remaining items that are currently on Executive Committee's mandate would be dispersed to the applicable SPCs.
  - The primary advantage of this option is that it provides a clearer focus for the work of the Committee.
3. *Reduce the size of Executive Committee and reduce the mandate:*
- This option reduces the size of the Executive Committee to five members of Council, including the Mayor. It would consist of the Mayor, who would chair the Committee, and either the chairs of the Standing Policy Committees, or four at-large members of Council.
  - The primary advantage of this option is that it establishes a true "executive" committee that would advise Council on selected items within its mandate. It would likely reduce the overlap and duplication of debate since not all Council Members would be on the Committee
  - The primary disadvantage of this option is that it creates an "executive" group of Councillors who may appear to have more authority and would increase the workload of some councillors relative to others, without appropriate compensation.
4. *Abolish Executive Committee and establish two Council Meeting days per month:*
- This option abolishes Executive Committee and transfers its functions to the SPCs or City Council. The in-camera portion of Executive Committee meetings would be replaced by an in-camera portion of a City Council meeting, which is common practice across Canada.
  - Council meetings would consist of a Regular Business Meeting of Council one week and a combined Regular Business Meeting of Council and Regular Public Hearing Meeting typically two weeks later (as scheduling permits).
  - The primary advantages of this option are that it removes the overlap and duplication between Executive Committee and Council and permits Council to address issues and make decisions more frequently.
  - The primary disadvantages of this option are that it removes the informal process of Executive Committee and replaces it with more formal meeting processes that govern a City Council meeting and that it may disrupt the understanding and functioning of the current system.

## ATTACHMENT NO. 2

### Existing Executive Committee – Proposed Redistribution

Existing (Status Quo)	Option 2 (Renamed Governance & Priorities Committee and Restructuring of Mandate)	Option 3 (Reduction of Number of Members and Restructuring of Mandate)	Option 4 (Elimination of Executive Committee and Holding Two Council Meetings per Month)
(a) legal services and matters under litigation;	<i>Governance &amp; Priorities Committee (option to move “in camera”)</i>	<i>Executive Committee (option to move “in camera”)</i>	<i>City Council (option to move “in camera”)</i>
(b) legislative services;	<i>Governance &amp; Priorities Committee (option to move “in camera”)</i>	<i>Executive Committee (option to move “in camera”)</i>	<i>City Council (option to move “in camera”)</i>
(c) corporate projects	<i>Move to EUCS</i>	<i>Move to EUCS</i>	<i>Move to EUCS</i>
(d) corporate governance	<i>Governance &amp; Priorities Committee (option to move “in camera”)</i>	<i>Executive Committee (option to move “in camera”)</i>	<i>City Council (option to move “in camera”)</i>
(e) collective bargaining negotiations and city pension plans	<i>Governance &amp; Priorities Committee (option to move “in camera”)</i>	<i>Executive Committee (option to move “in camera”)</i>	<i>City Council (option to move “in camera”)</i>
(f) human rights complaints, and wrongful dismissal actions	<i>Governance &amp; Priorities Committee (option to move “in camera”)</i>	<i>Executive Committee (option to move “in camera”)</i>	<i>City Council (option to move “in camera”)</i>
(g) government relations	<i>Governance &amp; Priorities Committee (option to move “in camera”)</i>	<i>Executive Committee (option to move “in camera”)</i>	<i>City Council (option to move “in camera”)</i>
(h) aboriginal affairs	<i>Move to EUCS</i>	<i>Move to EUCS</i>	<i>Move to EUCS</i>
(i) service reviews & other continuous improvement initiatives (currently “strategic planning”)	<i>Move to EUCS</i>	<i>Move to EUCS</i>	<i>Move to EUCS</i>
(j) controlled and statutory corporations	<i>Move to Finance</i>	<i>Move to Finance</i>	<i>Move to Finance</i>
(k) city pension plans	<i>Joined to (e) above</i>	<i>Joined to (e) above</i>	<i>Joined to (e) above</i>
(l) implementation of business planning & budget (currently “annual City budget process”)	<i>Move to Finance</i>	<i>Move to Finance</i>	<i>Move to Finance</i>
(m) regional planning	<i>Move to PDCS</i>	<i>Move to PDCS</i>	<i>Move to PDCS</i>

Existing (Status Quo)	Option 2 (Renamed Governance & Priorities Committee and Restructuring of Mandate)	Option 3 (Reduction of Number of Members and Restructuring of Mandate)	Option 4 (Elimination of Executive Committee and Holding Two Council Meetings per Month)
(n) immigration policy & consultations	<i>Remove (already included in PDCS mandate)</i>	<i>Remove (already included in PDCS mandate)</i>	<i>Remove (already included in PDCS mandate)</i>
Add:	Strategic priorities, annual business plan & budget process	Strategic priorities, annual business plan & budget process	Strategic priorities, annual business plan & budget process

Proposed Redistribution of Delegated Authority for Executive Committee

Existing (Status Quo)	Option 2 (Renamed Governance & Priorities Committee and Restructuring of Mandate)	Option 3 (Reduction of Number of Members and Restructuring of Mandate)	Option 4 (Elimination of Executive Committee and Holding Two Council Meetings per Month)
(a) the formulation and recommendation to Council of policies, plans, bylaws and any other matter that is not covered within the policy area of any other Standing Policy Committee;	<i>Governance &amp; Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>
(b) the conduct of all formal relationships with the Province of Saskatchewan and the Government of Canada;	<i>Governance &amp; Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>
(c) the consideration and report to Council on matters relating to employee pensions	<i>Governance &amp; Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>
(d) the supervision of the City Manager and the recommendation of the terms and conditions of his or her employment including compensation to Council	<i>Governance &amp; Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>
(e) the supervision of the City Clerk and the City Solicitor, and the setting of the terms and conditions of their employment including their compensation to be included in their Office budgets;	<i>Governance &amp; Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>

<b>Existing (Status Quo)</b>	<b>Option 2 (Renamed Governance &amp; Priorities Committee and Restructuring of Mandate)</b>	<b>Option 3 (Reduction of Number of Members and Restructuring of Mandate)</b>	<b>Option 4 (Elimination of Executive Committee and Holding Two Council Meetings per Month)</b>
(g) the receipt of all reports from the City Clerk with the exception of those reports which deal with matters that have specifically been delegated to one of the Standing Policy Committees;	<i>Governance &amp; Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>
(h) the receipt of all legal advice and reports from the City Solicitor with the exception of advice and reports which deal with matters that have specifically been delegated to one of the Standing Policy Committees;	<i>Governance &amp; Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>
(i) the approval or denial of requests for renovations to City Hall by Council members;	<i>Finance</i>	<i>Finance</i>	<i>Finance</i>
(j) the consideration and recommendation to Council on all matters referred to it by Council, a Standing Policy Committee or the Mayor.	<i>Governance &amp; Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>

## Extending Meeting Times – Other Jurisdictions

### Edmonton

- Regular Council meetings:
  - begin at 9:30 a.m. and adjourn by 9:30 p.m.
  - a meeting can be extended if Council passes a motion to complete discussion on an item by a two-thirds vote
  - if a meeting must be continued, they can reconvene at 1:30 p.m. on a date determined by a majority of members, but it must be within three days of the original meeting unless two-thirds of the membership vote to reconvene at a different time or day
- Public Hearings:
  - begin at 1:30 p.m. and adjourn at 9:30 p.m.
  - can be extended if Council passes a motion to complete by a two-thirds vote
  - can be continued on a different day if necessary
  - must reconvene at 1:30 p.m. on the Thursday following the Public Hearing, but Council may elect to reconvene on a different time or day by a two-thirds vote
- Changing meeting times in general: “Council may change the time, date or location of any meeting by Special Resolution” and as long as the Notice Provisions are adhered to

### Calgary

- Regular Meetings of Council:
  - commence at 9:30 a.m.
  - recess times and duration are specified and a motion is not required. To change a recess time, a two-thirds vote is required
  - no meeting shall be scheduled during a specified recess period unless an additional one hour recess is scheduled before or after that meeting
  - a motion to recess may be made at any time
  - meeting must adjourn at 9:30 p.m., but if discussion is not complete, Council may continue to conclusion of the matter by a two-thirds vote, which vote must take place prior to 9:30 p.m.
  - if any unfinished business remains, the meeting reconvenes at 1:00 p.m. on the next business day unless otherwise directed by a two-thirds vote
- Public Hearings:
  - in a combined meeting, the Public Hearing portion commences immediately following the Consent Agenda (as per Appendix 1 of Calgary’s Procedure Bylaw)

### Winnipeg

- meetings go from 9:30 a.m. until 6:00 p.m.
- lunch recess is prescribed from 12:00 p.m. until 1:30 p.m.

- if Council adjourns without completing the Agenda, Council is to resume at 9:30 a.m. on the next business day
- Committees are allowed to go until midnight and if not completed by that time, they reconvene at 9:00 a.m. on the next business day, unless another time is agreed upon by resolution
- Council may by resolution vary the date and time of a meeting as required

The City of Regina's procedures with respect to extending meeting times are very similar to the City of Saskatoon's current practice.

**Summary of Best Practices  
Rules for Voting in Public Hearings**

We have reviewed Saskatchewan and other jurisdictions with respect to the rules which may be appropriate when a Council member is absent from all or part of a Public Hearing.

**Saskatchewan**

Voting at Public Hearings is not addressed in *The Cities Act*. The *Regina Procedure Act* does not contain any provisions regarding voting at Public Hearings.

**British Columbia**

The British Columbia *Local Government Act* permits a member of a council or board who was not present at a Public Hearing to vote, provided they have received an oral or written report of the Public Hearing from an officer or employee of the local government, or, if applicable, the delegate who conducted the Public Hearing.

The *Vancouver Procedure By-Law* provides that a Council member who is not present for part of a Public Hearing that lasts one day or for part of the last day of a Hearing that lasts more than one day may only vote if the Council member reviews a Public Hearing summary report during a recess called for that purpose. If a Council member is not present for part of a Hearing lasting more than one day, other than the last day of the Hearing, they must review the Hearing Summary report during a recess or, prior to the last day of the Hearing, may review the report and the video recording of the part of the Hearing they missed. If a Council member is absent for the entire Hearing, they cannot vote.

The procedures for voting in Public Hearings in other Western Canadian jurisdictions are not consistent. In British Columbia, a member who is absent for some or all of a Public Hearing may vote if they have received a report summarizing what took place at the Hearing. The City of Vancouver prohibits a member of Council who is absent for the entire Hearing from voting.

**Alberta**

The Alberta *Municipal Government Act* requires a Council member to abstain from voting on a bylaw or resolution if they were absent from the entire Public Hearing, but gives the Council member the option to vote or abstain if they were only absent for part of the Hearing.

The Edmonton *Procedures and Committees Bylaw* contains provisions to the same effect. Interestingly, the Calgary *Procedure Bylaw* requires not only that Council members who are absent for an entire Public Hearing not vote, but also that they leave the Hearing before the vote is taken. The Bylaw does not have a provision dealing with the situation in which a member is absent for only part of the Hearing.

In Alberta, a member of Council who is absent for the entire Hearing cannot vote, whereas a member who is absent for part of a Hearing has the option of voting or abstaining from the vote.

## **Manitoba**

The Manitoba *Municipal Act* requires the attendance of all Council members at Public Hearings, except if excused by the other members from attending, due to illness or if they are required to withdraw due to a conflict of interest. The Act further permits a municipal Council to develop procedures for Public Hearings by bylaw.

The Winnipeg *Procedure Bylaw* does not contain any additional provisions specific to voting during Public Hearings.

In Manitoba, Council members are required to attend Public Hearings, unless excused, due to illness, or due to a conflict of interest. The requirement that they attend Public Hearings likely largely negates the issue of members voting when they have not attended all or part of a Public Hearing.

## **Summary**

It appears that the most common practice is to prohibit a Council member who was absent for an entire Public Hearing from voting. Members of Council who were absent for only part of a Public Hearing are generally permitted to vote after receiving a report summarizing the portion of the Hearing for which they were absent.

**Option 1  
Maintain Status Quo**

**ATTACHMENT NO. 6**



## 2016 Meeting Calendar

January	February	March	April
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2	1 2 3 4 5 6	1 2 3 4 5	1 2
3 4 5 6 7 8 9	7 8 9 10 11 12 13	6 7 8 9 10 11 12	3 4 5 6 7 8 9
10 11 12 13 14 15 16	14 15 16 17 18 19 20	13 14 15 16 17 18 19	10 11 12 13 14 15 16
17 18 19 20 21 22 23	21 22 23 24 25 26 27	20 21 22 23 24 25 26	17 18 19 20 21 22 23
24 25 26 27 28 29 30	28 29	27 28 29 30 31	24 25 26 27 28 29 30
31			
May	June	July	August
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4	1 2	1 2 3 4 5 6
8 9 10 11 12 13 14	5 6 7 8 9 10 11	3 4 5 6 7 8 9	7 8 9 10 11 12 13
15 16 17 18 19 20 21	12 13 14 15 16 17 18	10 11 12 13 14 15 16	14 15 16 17 18 19 20
22 23 24 25 26 27 28	19 20 21 22 23 24 25	17 18 19 20 21 22 23	21 22 23 24 25 26 27
29 30 31	26 27 28 29 30	24 25 26 27 28 29 30	28 29 30 31
		31	
September	October	November	December
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3	1	1 2 3 4 5	1 2 3
4 5 6 7 8 9 10	2 3 4 5 6 7 8	6 7 8 9 10 11 12	4 5 6 7 8 9 10
11 12 13 14 15 16 17	9 10 11 12 13 14 15	13 14 15 16 17 18 19	11 12 13 14 15 16 17
18 19 20 21 22 23 24	16 17 18 19 20 21 22	20 21 22 23 24 25 26	18 19 20 21 22 23 24
25 26 27 28 29 30	23 24 25 26 27 28 29	27 28 29 30	25 26 27 28 29 30 31
	30 *31		

SPC – PD&CS 9:00 a.m. / Finance 2:00 p.m.  
 SPC – Transportation 9:00 a.m. / EU&CS 2:00 p.m.  
 Executive – 1:00 p.m. (9:00 a.m. July & August)  
 Orientation – (Insert time)  
 Council – Regular Business 1:00 p.m., Public Hearing 6:00 p.m.  
 \*Inauguration 6:00 p.m.  
 Budget Review – 1:00 p.m.  
 SUMA Jan 31–Feb 3 (Regina)  
 FCM June 3-6 (Winnipeg)  
 Civic Election Oct 26 (nomination period close Sept 21)  
 ○ Stat Holidays

**Option 2  
Executive Committee  
Renamed Governance &  
Priorities Committee**



## 2016 Meeting Calendar

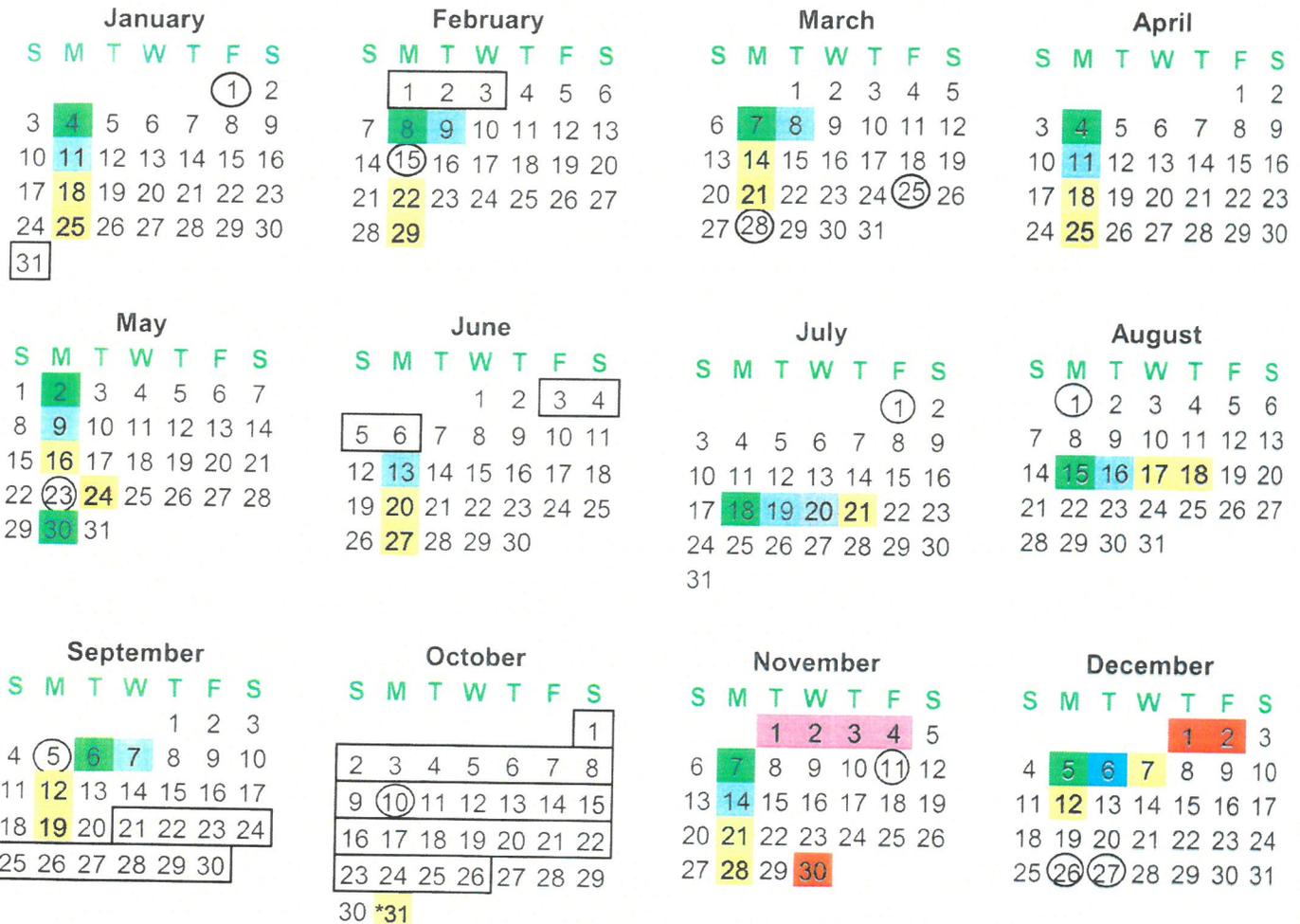
January	February	March	April
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
May	June	July	August
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
September	October	November	December
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 *31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

SPC – PD&CS 9:00 a.m. / Finance 2:00 p.m.  
 SPC – Transportation 9:00 a.m. / EU&CS 2:00 p.m.  
 Priorities & Governance – 1:00 p.m. (9:00 a.m. July & August)  
 Orientation – (Insert time)  
 Council – Regular Business 1:00 p.m., Public Hearing 6:00 p.m.  
 \*Inauguration 6:00 p.m.  
 Budget Review – 1:00 p.m.  
 SUMA Jan 31–Feb 3 (Regina)  
 FCM June 3-6 (Winnipeg)  
 Civic Election Oct 26 (nomination period close Sept 21)  
 ○ Stat Holidays

**Option 3  
Reduction of Number  
of Members of  
Executive Committee**



## 2016 Meeting Calendar



SPC – PD&CS 9:00 a.m. / Finance 2:00 p.m.  
 SPC – Transportation 9:00 a.m. / EU&CS 2:00 p.m.  
 Executive – 1:00 p.m. (9:00 a.m. July & August)  
 Orientation – (Insert time)  
 Council – Regular Business 1:00 p.m., Public Hearing 6:00 p.m.  
 \*Inauguration 6:00 p.m.  
 Budget Review – 1:00 p.m.  
 SUMA Jan 31–Feb 3 (Regina)  
 FCM June 3-6 (Winnipeg)  
 Civic Election Oct 26 (nomination period close Sept 21)  
 ○ Stat Holidays

**Option 4  
Elimination of Executive  
Committee & Holding Two  
Council Meetings per Month**



## 2016 Meeting Calendar

January	February	March	April
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
May	June	July	August
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
September	October	November	December
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 *31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

SPC – PD&CS 9:00 a.m. / Finance 2:00 p.m.  
 SPC – Transportation 9:00 a.m. / EU&CS 2:00 p.m.  
 Orientation – (Insert time)  
 Council – Regular Business 1:00 p.m.,  
 Council - Regular Business 1:00 p.m. Public Hearing 6:00 p.m. last meeting in month  
 Budget Review – 1:00 p.m.  
 \*Inauguration 6:00 p.m.  
 SUMA Jan 31–Feb 3 (Regina)  
 FCM June 3-6 (Winnipeg)  
 Civic Election Oct 26 (nomination period close Sept 21)  
 ○ Stat Holidays

# OPTION 4: SAMPLE OF COMMITTEE REPORTING

March

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

◀ March 2016		~ April 2016 ~					May 2016 ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat	
					1	2	
3	4 PDGS & Finance - SPC	5	6	7	8	9	
10	11 Regular Business  Mar 14	12	13	14	15	16	
17	18 Transportation & EUCS - SPC	19	20	21	22	23	
24	25 Regular Business & Public Hearing  Apr 4	26	27	28	29	30	

PDF Calendar

May

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



## **EXECUTIVE COMMITTEE**

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### **Appointments – Remai Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation Board of Trustees**

#### **Recommendation of the Committee**

That the City's representative be instructed to vote the City's proxy at the next Special General Meeting of the Saskatoon Gallery and Conservatory Corporation Board of Trustees and the Remai Modern Art Gallery of Saskatchewan for the appointment of Dr. Karen Chad to the Board of Trustees for each, throughout a term expiring at the conclusion of the 2017 Annual General Meeting.

#### **History**

Your Committee is recommending appointment of Dr. Karen Chad to the Board of Trustees for each, throughout a term expiring at the conclusion of the 2017 Annual General Meeting.



## **EXECUTIVE COMMITTEE**

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### **Appointment – Marr Residence Management Board**

#### **Recommendation of the Committee**

That Mr. Michael Boyko be appointed as a public representative to the Marr Residence Management Board to the end of 2017.

#### **History**

At its meeting held on October 26, 2015, City Council approved a request of the Marr Residence Management Board to increase the number of members at large on the Marr Management Board from three to four. Your Committee is recommending that Mr. Michael Boyko be appointed to fill the additional member at large position to the end of 2017.



## **EXECUTIVE COMMITTEE**

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### **Saskatoon Firefighters' Pension Plan (New Plan) and Firefighters' Pension Fund Trustees (Old Plan)**

#### **Recommendation of the Committee**

Your Committee is recommending the following be appointed to the Firefighters' Plans:

#### **Old Plan – Effective Date – As Identified Below**

##### Appointees:

Daniel Tkatchuk  
Clae Hack

##### Observers:

Kari Smith  
Daryl Campbell

#### **New Plan – Effective January 1, 2016**

##### Appointees:

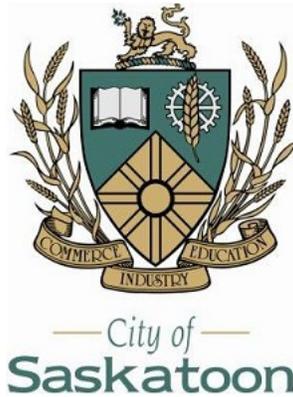
His Worship Mayor Atchison  
Daniel Tkatchuk  
Mike Gutek

##### Observers:

Kari Smith  
Daryl Campbell

#### **History**

At its meeting held on November 17, 2015, Executive Committee considered appointments and is recommending the above. Pursuant to Section 9 of the Plan's Trust Agreement, appointments to the Firefighters' Pension Fund Trustees (old plan) are to be effective on the earlier of the 90 day notice period or the date the incumbent Trustees agree that their term as Trustees of the plan has ended.



## REVISED AGENDA PUBLIC HEARING MEETING OF CITY COUNCIL

Monday, November 23, 2015, 6:00 p.m.  
Council Chamber, City Hall

Pages

1. **CALL TO ORDER**

2. **CONFIRMATION OF AGENDA**

5 - 12

*Recommendation*

1. That the letters from the following be added to item 5.1.1:
  - a. Requesting to Speak
    - i. Nancy Sanborn, dated November 20, 2015;
    - ii. Roy Borrowman, dated November 23, 2015;
  - b. Submitting Comment
    - i. Nathan Petherick, dated November 20, 2015;
2. That the letter from Susan Gilmer and David Glaze, dated November 23, 2015 submitting comments be added to item 5.2.2; and
3. That the agenda be confirmed as amended.

3. **DECLARATION OF PECUNIARY INTEREST**

4. **ADOPTION OF MINUTES**

*Recommendation*

That the minutes of Public Hearing Meeting of City Council held on Monday, October 26, 2015 be approved.

5. **PUBLIC HEARINGS**

5.1 **Land Use, etc.**

**5.1.1 North Sector Plan – Employment Growth Area [File No. CK. 4110-24 and PL. 4134-3-1]**

13 - 79

The Administration will be providing a PowerPoint presentation on the above.

Requesting to Speak:

- Nancy Sanborn, dated November 20, 2015;
- Roy Borrowman, dated November 23, 2015;

Submitting Comments:

- Nathan Petherick, dated November 20, 2015;

Copies of the following are provided:

- Report of the Standing Policy Committee on Planning, Development and Community Services dated November 2, 2015;
- Report of the General Manager, Community Services Department dated September 29, 2015; and
- Notice that appeared in the local press on November 14 and 15, 2015.

**Recommendation**

That that the North Sector Plan – Employment Growth Area, as outlined in the report of the General Manager, Community Services Department, dated September 29, 2015, be approved.

**5.1.2 Amendments to Zoning Bylaw No. 8770 to Permit Restaurants with Outdoor Seating in the M4 Zoning District - City Centre Plan Implementation - Proposed Bylaw No. 9327 [File No. CK. 4350-015-005, x CK. 4130-1 and PL. 4130-22-8]**

80 - 89

Copies of the following are provided:

- Proposed Bylaw No. 9327;
- Report of the General Manager, Community Services Department dated November 2, 2015;
- Letter from the Committee Assistant, Municipal Planning Commission dated August 31, 2015; and
- Notice that appeared in the local press on November 7 and 8, 2015.

## **Recommendation**

That City Council consider the Administration's recommendation that the proposed amendments to Zoning Bylaw No. 8770, as outlined in this report, be approved.

## **5.2 Public Notice Matters**

- 5.2.1 Proposed Closure of Right-of-Way – Walkway Portion between 569 and 603 Nordstrum Road – Silverwood Heights [File No. CK. 6295-013-003 and TS. 6295-1]** 90 - 95

### **Recommendation**

That City Council consider Bylaw No. 9320, The Street Closing Bylaw, 2015 (No.9).

- 5.2.2 Proposed Closure of Right-of-Way – 525 Avenue I South –Riversdale Neighbourhood [File No. CK. 6295-015-009 and TS. 6295-1]** 96 - 102

Letter from the following is provided:

### Submitting Comments

- Susan Gilmer and David Glaze, November 23, 2015

### **Recommendation**

1. That the east-west lane adjacent to 525 Avenue I South be closed;
2. That after closure, this lane be transferred to Doukhobor Cultural Society of Saskatchewan Inc. for \$15,758.34 plus GST;
3. That all costs associated with the closure be paid for by the applicants, including Solicitors fees and disbursements; and
4. That City Council consider Bylaw No. 9328, The Street Closing Bylaw, 2015 (No. 10).

- 5.2.3 Proposed Closure of Right-of-Way – 100 Block Jessop Avenue – Sutherland [File No. CK. 6295-015-010 and TS. 6295-1]** 103 - 109

### **Recommendation**

1. That a portion of the lane adjacent to and south of the 100 block of Jessop Avenue be closed;
2. That portions of the proposed closure are sold to Scott Enterprises (1983) (Glenwood Auto Service -101 Jessop Avenue) for \$12,476.16 plus GST; Mid-West Electric Ltd. (109-121 Jessop Avenue) for \$44,199.32 plus GST; and

101017392 Saskatchewan Ltd. (Gibbon Heating & Air Conditioning – 129 Jessop Avenue) for \$20,888.24 plus GST;

3. That all costs associated with the closure be paid for by the applicants, including Solicitor's fees and disbursements; and
4. That City Council consider Bylaw No. 9329, The Street Closing Bylaw, 2015 (No. 11).

## 6. PROCLAMATIONS AND FLAG RAISINGS

### Recommendation

1. That City Council approve all proclamations requests as set out in Section 6; and
2. That the City Clerk be authorized to sign the proclamations, in the standard form, on behalf of City Council.

- 6.1 Mark Regier - Saskatoon Prairieland Park Corporation - January 11 - 17, 2016 - 'Agriculture Business Awareness Week' [File No CK. 205-5] 110**

Proclamation Request

- 6.2 June Zurowski - Saskatoon Women's Community Coalition - December 6, 2015 - 'National Day of Remembrance and Action on Violence Against Women' [File No. CK. 205-5] 111 - 113**

Proclamation Request

Regarding the request to fly flags at half mast on December 6, 2015, City Council, at its meeting held on January 20, 2014, resolved that the Administration be instructed to automatically lower all flags at civic-operated buildings on the same national days of remembrance as recognized by the Government of Canada and the Government of Saskatchewan.

These national days include, but are not limited to, December 6 - National Day of Remembrance and Action on Violence Against Women.

## 7. URGENT BUSINESS

## 8. ADJOURNMENT

**RECEIVED**

NOV 20 2015

4110-24

CITY CLERK'S OFFICE  
SASKATOON

**From:** Nathan Petherick <npetherick@bapg.ca>  
**Sent:** November 20, 2015 10:28 AM  
**To:** Web E-mail - City Clerks  
**Cc:** Nancy Sanborn  
**Subject:** Proposed North Sector Plan - November 23, 2015 Council Meeting - Letter of Support and Request to Speak  
**Attachments:** 1869\_NorthSector\_Correspondence\_BA\_Planning\_20151120\_Final.pdf  
**Importance:** High

Further to the above matter and the recent City public notice, please see attached correspondence for Council consideration relative to the proposed City of Saskatoon North Sector Plan. It is our understanding this item is on the Council agenda for November 23, 2015 with a public hearing commencing at 6 pm. We would like to request that the attached letter is provided for Council consideration with respect to this item.

In addition to this matter, we would like to request an opportunity to speak in support of the proposed plan. Nancy Sanborn, Community Planner from B & A Planning Group will be in attendance at the Council meeting to speak to this matter. If you could please confirm receipt of this correspondence and our request to speak to this matter it would be greatly appreciated.

Regards, Nathan

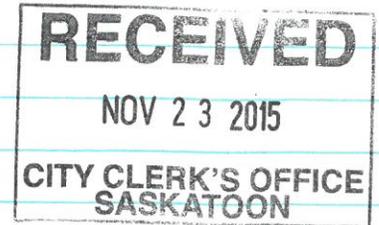
**Nathan Petherick**  
Principal | RPP, MCIP

**Brown & Associates Planning Group**  
Place 9-6 | Suite 600 | 940 - 6th Avenue SW  
Calgary, AB T2P 3T1  
d: 403.692.4356  
t: 403.269.4733  
f: 403.262.4480  
c: 587.216.7505  
e: [npetherick@bapg.ca](mailto:npetherick@bapg.ca)

This communication and attached files are intended for the use of the addressee(s) ONLY and may contain confidential or legally privileged information. Any use, distribution or copying in whatever manner of this information is prohibited. If you have received this communication in error, please inform us promptly by reply email, then delete this communication and destroy any printed copy. Brown & Associates Planning Group thanks you for your attention and cooperation.

NOV 23 2015

ROY BORROWMAN  
BOX 502A RR4  
SASKATOON SK  
S7K-3J7  
PH 306-384-7426

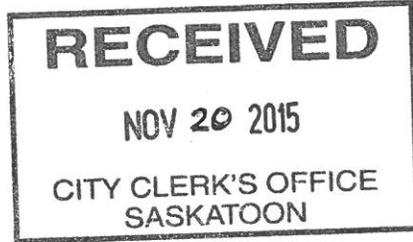


HIS WORSHIP THE MAYOR  
AND CITY COUNCIL

I WOULD LIKE TO ADDRESS  
COUNCIL TONIGHT ON THE  
NORTH SECTOR PLAN FINAL DRAFT  
AS I LIVE IN THIS AREA

THANK YOU

Roy Borrowman



Nathan Petherick, Partner npetherick@bapg.ca  
Suite 600, 940 6th Ave SW 403.692.4356  
Calgary, Alberta T2P 3T1 403.262.4480

November 20, 2015

Our Job No: 1869

His Worship the Mayor and Members of City Council  
c/o City Clerk's Office, City Hall  
222 3<sup>rd</sup> Avenue Norther  
Saskatoon, Saskatchewan  
S7K 0J5

**Attention: Mayor and Members of City Council**  
**Re: Proposed North Sector Plan**  
**Support on Behalf of Tristar Lands Inc.**

**Legal Description:**

**LSD 11 & 12 - NW Sec 27 Twp 37 Rge 5 W3**

Further to the above matter, we have been working closely with representatives of Tristar Lands Inc. to review and provide comments on the North Sector Plan as it has advanced through the planning process over the last year.

Tristar Lands Inc. is a partnership group which owns approximately 80 acres of land situated adjacent to the Range Road 3053 and to the immediate north of the existing New Holland Agriculture facility. The location of the subject property, general site conditions and relationship to the North Sector plan is outlined Attachments 01 - 03.

Throughout the North Sector planning process, we have reviewed the various drafts and participated in ongoing discussions with administration regarding the various plan elements. We found administration very responsive and open to dialogue throughout this process. Based on the proposed plan before Council, we are particularly supportive of the following core elements in relation to the subject property:

- Proposed future land use of light industrial;
- Identification of the subject property within Phase 1;
- Proposed utility corridor alignment along southern boundary
- Propose wetland and storm water management policies;
- Classification of Range Road 3053 as a future arterial roadway;

Based on initial discussions with administration it is our understanding that the required leading infrastructure may be in place as early as 2017 – 2018 to support the development of the highest priority and logically serviced Phase 1 lands. Our client remains very supportive of this effort and to working collaboratively with the City on servicing matters required to support both the development of the subject property as well as the broader needs of the North Sector.

Subject to Council approval of the North Sector plan, we anticipate that our client will be considering the development and submission of an Industrial Area Concept Plan in 2016. We look forward to the opportunity to work with the City on this detailed planning initiative in the near future and would request that Council considers approval of the North Sector plan as presented.

Regards,



**Brown & Associates Planning Group**  
Nathan Petherick, RPP, MCIP Principal

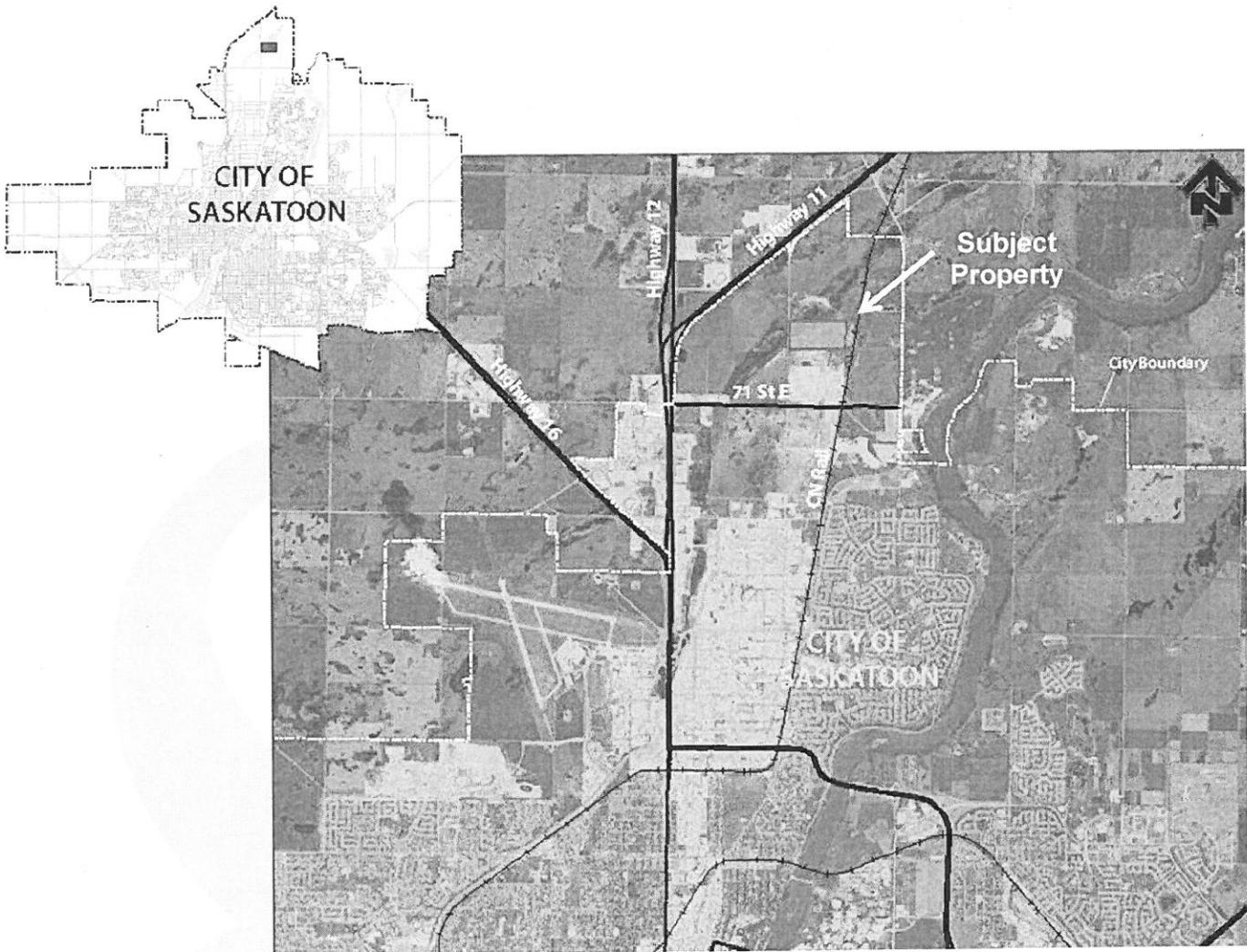
CC:

*Nancy Sanborn, B & A Planning Group*  
*Ron Barnes, Tristar Lands Inc.*

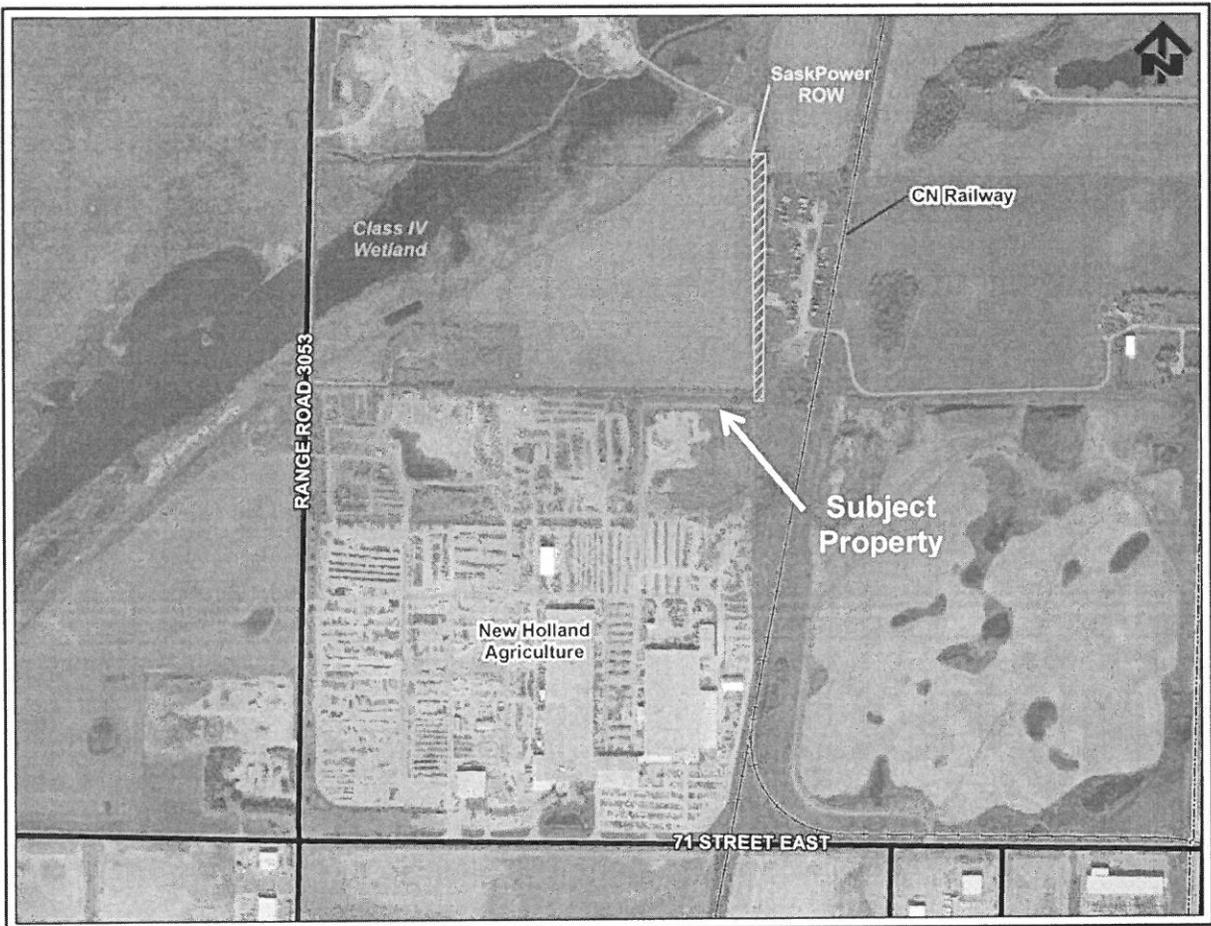
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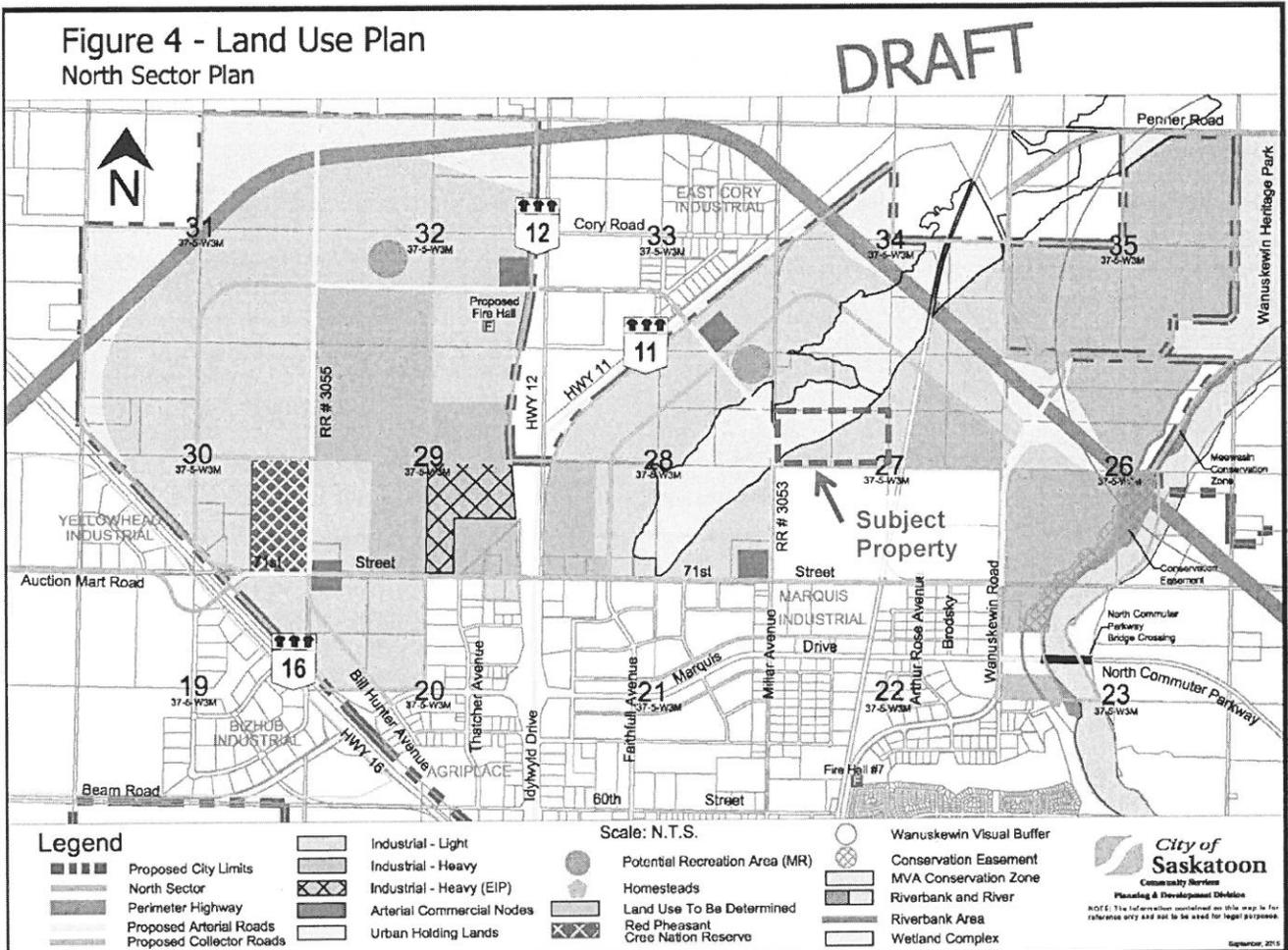
*Attachment 01 - Municipal Context*  
*Attachment 02 - Local Context*  
*Attachment 03 - Subject Property and Proposed Land Use Plan*

Attachment 01 – Municipal Context



Attachment 02 – Local Context

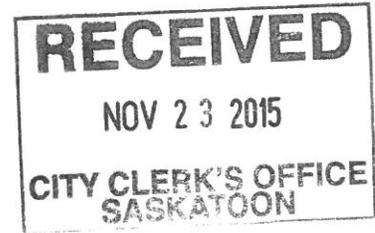




File No: 4134 - 3 - 1

S:\Baskets\PL\Cityplan\Future Growth\Sector Plans\North Sector\North Sector Report

Susan Gilmer and David Glaze  
407 - 530 Avenue J South  
Saskatoon SK  
S7M 2A8  
November 23, 2015



His Worship the Mayor and Members of Council  
c/o City Clerk's Office, City Hall  
222 Third Avenue North,  
Saskatoon, SK, S7K 0J5

Dear Mayor and Members of Council,

We support the proposal of the Doukhobor Society of Saskatoon to close the East-West lane on the 500 block of Avenue I South, Saskatoon, SK.

Sincerely,

A handwritten signature in cursive script that reads "Susan Gilmer".

Susan Gilmer

A handwritten signature in cursive script that reads "D Glaze".  
David Glaze



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

---

### **North Sector Plan – Employment Growth Area**

#### **Recommendation of the Committee**

That that the North Sector Plan – Employment Growth Area, as outlined in the report of the General Manager, Community Services Department, dated September 29, 2015, be approved.

#### **History**

At the November 2, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated September 29, 2015, was received. Your Committee has been advised that the Municipal Planning Commission supports the Plan.

Your Committee has considered and supports the recommendation in the report of the General Manager, Community Services Department dated September 29, 2015.

#### **Attachment**

September 29, 2015 report of the General Manager, Community Services Department.

---

## North Sector Plan – Employment Growth Area

### Recommendation

That the Municipal Planning Commission forward a copy of this report to the Standing Policy Committee on Planning, Development and Community Services to recommend to City Council that the North Sector Plan – Employment Growth Area, as outlined in the September 29, 2015 report of the General Manager, Community Services Department, be approved.

### Topic and Purpose

The City of Saskatoon (City) has recently undergone a boundary alteration and has brought additional lands into City jurisdiction for the purpose of future urban growth. To understand how the majority of the undeveloped and unserved land can be incorporated into the urban framework, the North Sector Plan provides a high-level review of the area, focusing on land use, natural areas, major infrastructure, and development phasing. Upon approval of the North Sector Plan, the more detailed Concept Plans for each phase of growth can follow, illustrating how the planned development will be consistent with the guidelines and vision set out in the North Sector Plan.

### Report Highlights

1. The North Sector Plan is a long-range plan intended to facilitate economic development opportunities by expanding the City's north employment area.
2. The North Sector is approximately 19.8 square kilometres (4,903 acres) located north of Marquis Industrial and Agriplace.
3. The North Sector will mainly accommodate new fully-served light and heavy industrial parcels of land.
4. In order to maintain a consecutive two-year supply of industrial land in Saskatoon, the initiation of a new industrial growth area is required.
5. New developments will proceed contiguously from 71<sup>st</sup> Street and building north and northwest over multiple decades.

### Strategic Goals

The North Sector Plan supports the Strategic Goals of Sustainable Growth, Moving Around, Environmental Leadership, and Economic Growth and Prosperity. The North Sector Plan is also aligned with the objectives in the Growth Plan to 500,000, in particular, the Employment Area Strategy.

## **Background**

Sector plans serve as a development framework for future growth and are based on the policies contained in Official Community Plan Bylaw No. 8769 and the Strategic Goals of the Strategic Plan 2013-2023. Provincial legislation requires sector plans to be approved by City Council.

In 1999, the City completed the Future Growth Study, which reviewed the lands surrounding Saskatoon and made recommendations to which areas the Civic Administration should pursue as residential growth areas or industrial growth areas as the city expands. The lands to the north of the city were identified as desirable industrial lands due to the proximity to the Saskatoon John G. Diefenbaker International Airport, connections to the provincial highway network, the location of two existing chemical facilities, and the adjacent lands were mainly developed as industrial. In 2010 and 2015, the City approved a boundary alteration to expand into this area.

## **Report**

### Rationale

Saskatoon population growth in the past five years has resulted in a significant increase in the pace of development. Currently, Saskatoon has eight active residential neighbourhoods being developed in different stages across the city. Three of these residential neighbourhoods are nearly complete. To keep a balance of residential growth with employment growth in the City, it is necessary to initiate a new growth sector to expand the City's north employment area. With an industrial vacancy rate that fluctuates between 4% and 5%, strong demand for industrial lands has remained present in Saskatoon's Northern Industrial Area since 2010. According to the City's "Three-Year Land Development Reports," the average industrial land sales and leases is approximately 24 hectares (60 acres) over the past six years. In order to maintain a consecutive two-year supply of industrial land, the steady development of industrial lands is necessary. To achieve this, a sector plan must be in place, setting out the City's vision for industrial growth providing land developers and landowners with a guide as to how Industrial Area Concept Plans will be reviewed over the development sequence of the area.

### Location

The North Sector is approximately 19.8 square kilometres (4,903 acres) north of Marquis Industrial and Agriplace (north of 71<sup>st</sup> Street), east and south of the Perimeter Highway alignment, and west of the South Saskatchewan River.

### Vision

The overall objective of the North Sector is to facilitate economic development opportunities by expanding the City's north employment area. This new industrial area will generate employment opportunities, accommodate a wide range of industrial development, and provide goods and services, not only for the City, but to the surrounding region.

### Land Use

The North Sector will accommodate fully-serviced light and heavy industrial, four commercial nodes, recreation areas/facilities, and the incorporation of the wetland complex. The North Sector is 1,984 hectares (4,903 acres) in size and is anticipated to employ 32,000 employees at full build out.

Within the North Sector, the Red Pheasant Cree Nation Reserve (Red Pheasant) occupies approximately 32 hectares (80 acres). These lands are governed by the Red Pheasant, and the Civic Administration is working with the Red Pheasant Council on a new Compatible Land Use and Servicing Agreement. Red Pheasant would become the newest urban reserve in Saskatoon.

The lands within the North Sector, north of Perimeter Highway and east of Wanuskewin Road, have been identified as “To Be Determined” as future land use is under review by Civic Administration. Conversations will continue with the landowners in this area, as well as adjacent landowners, to determine if development should occur. A separate study will be created for this area, and an amendment to the North Sector Plan may be required.

### Transportation

The ability to move freight by multiple modes of transportation (heavy truck, rail, and air) in the Northern Industrial Area makes the area attractive. The North Sector vision is to expand on the existing and future transportation network in the area. As projects such as the North Commuter Parkway Bridge and the Perimeter Highway are completed, the efficiency of moving in and out of the North Sector will be continuously enhanced.

The North Sector will promote transportation options, including walking, cycling, and transit for employees and patrons. Infrastructure, such as sidewalks (with curb cuts), multi-use trails, bike lanes, and transit stops, shall be provided as part of the roadway design.

### Reserve Dedications and Open Space

Developments in the North Sector will be comprehensively designed while incorporating a conservation theme of preserving and integrating existing natural features. Within the North Sector, a natural drainage channel or wetland complex separates the lands between Idylwyld Drive (Highway 12) and Wanuskewin Road. Portions of this wetland complex have ecological significance and will be preserved in its natural state, while other areas of the wetland complex have been altered by previous human activities and will be used for stormwater management. The inclusion of the wetland complex into the North Sector is to provide passive recreational opportunities for the general public, while supporting wildlife by providing a viable and sustainable habitat. In addition, lands adjacent to the South Saskatchewan River will be dedicated as Riverbank, and a 5% dedication (land or cash-in-lieu) will be required on all subdivisions in the North Sector to be used for the creation of Municipal recreation areas or facilities.

### Infrastructure Servicing

The North Sector Plan identifies the major infrastructure needs to service the sector. Initial servicing will be provided by extending the utility trunks from Marquis Industrial into the North Sector. The lands west of Idylwyld Drive (Highway 12) will require a new water reservoir and a new fill main from the Water Treatment Plant.

### Phasing

Phase 1 of the North Sector will be the lands adjacent to 71<sup>st</sup> Street. Development will commence from south to north/northwest over multiple decades.

### **Options to the Recommendation**

City Council may choose to not approve the North Sector Plan. In this case, further direction would be required.

### **Public and/or Stakeholder Involvement**

Sector plans are widely circulated and reviewed. The North Sector Plan followed the community engagement process by including the following:

- a) Notices to property owners were mailed out on March 4, 2015, to invite them to a landowners meeting and to solicit their feedback on the plan;
- b) Project information was posted on the City's website;
- c) Individual meetings were held with North Saskatoon Business Association, Saskatoon Chamber of Commerce, Saskatchewan Trucking Association, Saskatoon Regional Economic Development Authority, Saskatoon North Partnership for Growth, and Saskatoon Region Association of Realtors;
- d) Individual notices were mailed out to the surrounding First Nations, inviting them to the open house. A separate meeting was held with the Red Pheasant Cree Nation due to their land holdings within the Sector Plan area;
- e) Through the Community Consultant for the area, the community associations for the adjacent neighbourhoods were notified and invited to the public open house;
- f) Public notice ads ran in The StarPhoenix on March 21, 2015, and March 28, 2015;
- g) A public open house was held on March 31, 2015; approximately 100 people attended. All open house materials were posted on ShapingSaskatoon.ca after the open house for those that could not attend to provide feedback; and
- h) A North Sector Plan Report was circulated for comment to:
  - i. Internal – all involved divisions or sections;
  - ii. Growing Forward Steering Committee; and
  - iii. External – approximately 15 agencies, including SaskPower, SaskEnergy, TransGas, SaskTel, Canadian National Rail, Ministry of Highways and Infrastructure, Rural Municipality of Corman Park, Wanuskewin Heritage Park, and Meewasin Valley Authority.

- i) The Meewasin Valley Authority Development Review Committee and Board endorsed the North Sector Plan on September 4, 2015.

### **Policy Implications**

The North Sector Plan complies with Official Community Plan Bylaw No. 8769.

### **Financial Implications**

In order to provide servicing and access for future urban growth, the North Sector, like any new development area, will require significant incremental investment in infrastructure over the course of its development (multiple decades). Many of the infrastructure costs are fully funded through prepaid service rates to cover the cost of direct and offsite services. Other necessary and recommended infrastructure may be partially funded by prepaid service rates while some infrastructure, such as Fire Halls, remains unfunded. When infrastructure is partially funded or unfunded, the Civic Administration works to identify and secure funding sources. Funding sources typically include changes to prepaid service rates, special assessments, public-private partnerships, developer contributions, and senior government funding.

Partially or wholly unfunded infrastructure projects necessary for development of the North Sector Plan include:

- a) New Fire Hall;
- b) Rail grade separations (where necessary);
- c) Marquis Drive and Idylwyld Drive Interchange; and
- d) Marquis Drive and Highway 16 Interchange.

### **Other Considerations/Implications**

There are no environmental, privacy, or CPTED implications or considerations. No communication plan is required at this time.

### **Due Date for Follow-up and/or Project Completion**

No follow-up is required.

### **Public Notice**

Public notice is required for consideration of this matter, pursuant to Section 3, Subsection 11(f) of Public Notice Policy No. C01-021. The following notice will be published in The StarPhoenix at least seven days before City Council considers the North Sector Plan.

### **Attachment**

- 1. North Sector Plan, September 2015 Draft

### **Report Approval**

Written by: Terry Fusco, Senior Planner, Long Range Planning  
Reviewed by: Alan Wallace, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Service Department  
Murray Totland, City Manager

S:\Reports\CP\2015\MPC – North Sector Plan – Employment Growth Area\ks

## Summary of Draft North Sector Plan

### BACKGROUND

Plans referred to as Sector Plans, serve as a development framework for future growth and are based on the policies contained in the Official Community Plan Bylaw No. 8769 and the strategic goals of The Strategic Plan 2013-2023. Sector Plans address general land uses, natural areas, major infrastructure and costs, and development phasing. Provincial legislation requires Sector Plans to be approved by City Council. Once a Sector Plan is approved, the more detailed Industrial Area Concept Plan applications that are consistent with the Sector Plan can be considered for approval by City Council.

### NORTH SECTOR REPORT

#### Rationale

Saskatoon population growth in the past five years has resulted in a significant increase in the pace of development. Currently, Saskatoon has eight active residential neighbourhoods being developed in different stages across the city. Three of these residential neighbourhoods are nearly complete. To keep a balance of residential growth with employment growth in the City, it is necessary to initiate a new growth sector to expand the City's north employment area. With an industrial vacancy rate that fluctuates between 4% and 5%, strong demand for industrial lands has remained present in Saskatoon's Northern Industrial Area since 2010. According to the City's "Three-year Land Development Reports", the average industrial land sales and leases is approximately 24 hectares (60 acres) over the past six years. In order to maintain a consecutive two year supply of industrial land, the steady development of industrial lands is necessary.

#### Location

The North Sector is approximately 19.8 square kilometres (4,903 acres) north of the Marquis Industrial Area and Agriplace (north of 71<sup>st</sup> Street), east and south of the Perimeter Highway alignment, and west of the South Saskatchewan River. About 3,500 acres of the North Sector is part of the 2015 City boundary alteration.

#### Vision

The vision for the North Sector is in line with The Strategic Plan and the Growing Forward Employment Strategy. This report supports the strategic goals of Sustainable Growth, Moving Around and Environmental Leadership. The overall objective of the North Sector vision is to facilitate economic development opportunities by expanding the City's north employment area. The industrial area will generate employment opportunities, accommodate a wide range of industrial development, and provide goods and services not only for the City, but to the surrounding region. The North Sector will promote transportation options including walking, cycling and transit for employees, while still accommodating the automobile, the rail, the airport, and trucking industries for the movement of goods and services. Developments in the North Sector will be comprehensively designed while incorporating a conservation theme of preserving and integrating existing natural features. This will all be done with the City's broader responsibility of providing opportunities for growth in an efficient, economical and sustainable manner in mind.

#### Land Use

The North Sector will accommodate fully-serviced light and heavy industrial, four commercial nodes, recreation areas/facilities, and the incorporation of the wetland complex. The North Sector is 1,984 ha (4903 ac) in size and anticipated to employ 32,000 employees at full build out.

#### Infrastructure and Phasing

The North Sector Plan identifies the major water, sewer, and transportation infrastructure required to serve the sector. Initial servicing will be provided by extending the utilities from the Marquis Industrial Area into the North Sector. Phase 1 of the North Sector will be the lands adjacent to 71<sup>st</sup> Street and the Marquis Industrial Area. Development will commence from south to north / northwest.



# North Sector Plan



*City of*  
**Saskatoon**  
Planning & Development Branch

# North Sector Plan

---

# DRAFT

*Prepared by:*

Long Range Planning Section  
Planning and Development Division  
City of Saskatoon

September 2015

File Number: PL 4134-3-1

Amendments

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## Attachments

1. Marquis and Silverwood Industrial Sector Plan Amendment, 2002
2. North/Northwest Natural Area Screening Study, 2012
3. Northwest Access Management Study, 2009
4. Canadian Standards Association – Accessible Design for the Built Environment, 2004
5. Commercial and Industrial Development Study – Development Trends and Best Practices - Section 15
6. North Sector Plan Heritage Review Overview
7. Proposed Saskatoon Environmental Industrial Park, 1994
8. Guidelines for New Development in Proximity to Railway Operations, 2013

## 1 Introduction

### 1.1 Purpose of this Plan

The North Sector Plan has three main purposes:

- a) This plan implements the City of Saskatoon's (City) vision in Official Community Plan Bylaw No. 8769 (Official Community Plan) to provide Industrial Development;
- b) This plan establishes a layout for the preparation of future and more detailed Industrial Area Concept Plans to ensure growth proceeds in a balanced, compact, contiguous manner; and
- c) This plan identifies key land uses, transportation, and servicing components that will need to be addressed in detail during the Industrial Area Concept Plan process.

### 1.2 Plan Amendments and Time Frame

The North Sector Plan is a large-scale plan that provides a framework for urban development over several decades. Given its scale and long-range time frame, the North Sector Plan is anticipated to undergo periodic amendments to address issues that may have been unforeseen at the time the plan was created and to accommodate changing development patterns. For this reason, the North Sector Plan should be considered a "living document." Provision is made in this document for amendments to be listed ahead of the Table of Contents.

## 2 Sector Vision

The vision for the North Sector is in line with the City's Strategic Plan 2013 - 2023 and the Growing Forward Employment Strategy. This report supports the strategic goals of Sustainable Growth, Moving Around, and Environmental Leadership. The overall objective of the North Sector vision is to facilitate economic development opportunities by expanding the City's north employment area. The industrial area will generate employment opportunities, accommodate a wide range of industrial development, and provide goods and services not only for the City, but to the surrounding region. The North Sector will promote transportation options including walking, cycling, and transit for employees, while still accommodating the automobile, the rail, and trucking industries for the movement of goods and services. Developments in the North Sector will be comprehensively designed while incorporating a conservation theme of preserving and integrating existing natural features. This will all be done with the City's broader responsibility of providing opportunities for growth in an efficient, economical, and sustainable manner in mind.

### 2.1 Principles of the Growing Forward! Shaping Saskatoon Initiative

Smart Growth principles are embedded in the Official Community Plan and the Growing Forward initiative. Smart Growth is an approach to planning that advocates for the concentration of growth in compact, walkable environments that support a range of transportation modes including transit and cycling. Smart

Growth development is intended to achieve economic, social, and environmental sustainability objectives over the long term, ensuring that development remains viable for the foreseeable future.

Developers in the North Sector will be encouraged to incorporate Smart Growth principles as part of the Industrial Area Concept Plan process. The City's "Growing Forward! Shaping Saskatoon: A Bridging Document" provides references that can assist in incorporating sustainable design in new developments including:

- a) creating a compact City form;
- b) providing employment opportunities for industries that are not suitable downtown;
- c) improving upon existing practices that support transportation options including walking, bicycling, and transit;
- d) incorporating space for public gathering and activities, where appropriate;
- e) promoting site design that enhances the streetscape and is respectful to existing natural elements;
- f) promoting green energy and energy conservation options (for example, building orientation, photovoltaic [solar] panels, and passive solar heating); and
- g) promoting certified sustainable building structures.

## 3 Background

### 3.1 Location

The Northern Industrial Area is bound by the Canadian National Railway (CN) rail line on the south; Warman Road, Wanuskewin Road, and the South Saskatchewan River (River) on the east; the Airport Management Area and Highway 16 on the west; and Highway 11 North on the north. The Northern Industrial Area comprises 89% of the City's industrial land. Approximately 19.8 square kilometres (4,903 acres) of the Northern Industrial Area is unserviced land awaiting development and is referred to as the North Sector in this report. The boundary for this area is illustrated on Figure 1.

#### 3.1.1 Boundary Alteration

As part of the City's Future Growth Study, 1999, the North Sector was identified as an attractive location for further employment growth due to the proximity to the railways, highways, and other existing industrial uses. In 2010, the City adjusted its boundary to include the lands north of 71<sup>st</sup> Street and east of Idylwyld Drive. In 2015, the City adjusted its boundary again to include the entire North Sector study area, as shown on Figure 1. The 2010 and 2015 boundary alterations combined would provide the City with 1,984 hectares (4,903 acres) of land in the north for future employment growth.

### 3.2 Existing Policy

#### 3.2.1 Official Community Plan Bylaw No. 8769

Sector Plans are required by the Official Community Plan. Clause 3.2.2 m) states:

“Long range planning for industrial development areas and related infrastructure shall be organized within the context of industrial area concept plans and industrial area sector plans. The primary location for industrial development shall be the Northern Industrial Area; an area which encompasses a number of industrial areas stretching north from the Central Business District to the corporate limit of the City...”

## 4 Existing Features

### 4.1 Land Uses

Existing features of the North Sector include:

- a) nine residential farmsteads;
- b) one RV campground park;
- c) fourteen existing industries;
- d) City-operated snow storage area;
- e) CN branch line;
- f) Wetland Complex drainage channel;
- g) Heritage homesteads (Caswell and Valley Crest);
- h) Meewasin Valley Authority jurisdiction;
- i) Saskatchewan Ministry of Highways and Infrastructure Improvement Parcel (drainage ditch);
- j) Red Pheasant Cree Nation Reserve;
- k) ERCO Worldwide Chemical Plant;
- l) RM of Corman Park reclamation site;
- m) SaskPower transmission line;
- n) SaskWater pumping station;
- o) SaskEnergy station;

### 4.2 Ownership

Ownership in the North Sector is comprised of public (City), and private land holdings. To date, 53% of the 19.8 square kilometres (4,903 acres) of unserviced land in the North Sector is owned by groups with land development interests.

### 4.3 City-Operated Snow Management Area

At present, the City has a seasonal snow management area located along Wanuskewin Road. The City has future plans to develop a permanent civic service facility with a snow management facility and Public Works satellite yard in the North Sector. When the new civic service facility is built, the snow storage area will be closed and prepared for new development.

### 4.4 Chemical Plants

There are two chemical plants east of Wanuskewin Road. ERCO Worldwide is located within the North Sector study area at the intersection of Wanuskewin Road and 71<sup>st</sup> Street. Akzo Nobel Chemicals Inc. is located outside the North Sector study area and is currently within City limits. Both of these plants store hazardous chemicals on site. The Saskatchewan Ministry of Environment regulates the storage of hazardous chemicals and has placed a buffer around these parcels. This is a precautionary buffer, separating the storage vessels from any place of public assembly or any residential area. As shown on Figure 2, the one kilometre buffer covers 124 hectares (306 acres) of the North Sector lands.

#### 4.5 Reclamation Site

A 2.59 hectare (6.40 acre) parcel of land along the east edge of Wanuskewin Road, and surrounded by the ERCO Worldwide property, is owned privately (see Figure 2). In the past, this site was occupied by IPCO, an agricultural chemical company, which used the site as a chemical formulation facility to develop herbicides. Prior to 2005, IPCO moved their chemical facility to Winnipeg and the building on the site was demolished and capsulated in a solid waste mound on the south half of the property. Since then, the site has been remediated to an industrial standard and the mound was subdivided from the balance of the site. The RM of Corman Park retains ownership of the 0.25 hectare (0.62 acre) mound parcel.

#### 4.6 Meewasin Valley Authority

The Meewasin Valley Authority (Meewasin) was formed in 1979 to act as an agent of the City, the University, and the Province of Saskatchewan to ensure a healthy and vibrant river valley, with a balance between human use and conservation. The Meewasin Valley Authority Act (MVA Act) establishes the mandate of Meewasin, its powers, and its jurisdiction, and the Conservation Zone. Meewasin's mandate can be summarized into three mandate areas: conservation, development, and education. As shown on Figure 2, the Meewasin Conservation Zone includes the Wanuskewin Heritage Park and a strip of Public Reserve along the River. These areas are outside the proposed City limits and North Sector study area.

##### 4.6.1 Jurisdiction (Conservation Zone)

The Conservation Zone is based, in part, on lands that were owned by the Province (and University), the City, and private land that was located within Saskatoon's 1979 corporate limits. It consists of the riverbank and adjacent uplands, as well as other significant natural and cultural heritage sites, such as Wanuskewin Heritage Park. In the Conservation Zone, all improvements (i.e. new construction) must be approved by Meewasin, through its development review process, unless specifically exempted by the MVA Act or by a Meewasin Bylaw.

The City's corporate limits have expanded since 1979, and further boundary alterations will occur as Saskatoon grows. These boundary alterations have included land that may be of direct interest to Meewasin in meeting its mandate, such as land adjacent or connected to the River, and land that could have natural or cultural heritage features. The City will continue to work closely with Meewasin to review the Conservation Zone with the goal of adding land that is of direct interest to Meewasin in meeting its mandate.

##### 4.6.2 Meewasin Conservation Easement

In 1986, Meewasin and the land owner of the chemical plant agreed to the protection of the riverbank area by establishing a Conservation Easement. According to the MVA Act, the Conservation Easement is outside the Meewasin

jurisdiction; however, Meewasin retains the rights to the riverbank area (land within 92 metres of the shoreline of the River or on any part of the slope leading down to said shoreline where the gradient is in excess of 20%, plus 10 metres, whichever extends the greatest distance measured horizontally from the shoreline).

The Conservation Easement is explained in the MVA Act as:

**52.1** (a) all that portion of the north-west quarter of Section 23, in Township 37, in Range 5, west of the Third Meridian, lying to the left of the left bank of the South Saskatchewan River, containing 68 acres, more or less, Survey dated the 5th Day of May, 1884 described in Certificate of Title No. 75-S-07044; (b) the south half of Section 26, in Township 37, in Range 5, west of the Third Meridian.

In discussions with the chemical plant owners, no public access or river multi-use trails shall be constructed within the Conservation Easement due to the proximity of the chemical storage vessels in the unlikely event of a major accident involving the release of airborne chemicals.

#### **4.7 Ministry of Highways and Infrastructure Improvement Parcel**

A drainage canal was constructed to allow surface water to flow from Highway 16, across Highway 12, and drain into the Wetland Complex (see Figure 2). This canal will likely be used as a utility corridor for the installation of underground utility services to service the area.

#### **4.8 Red Pheasant Cree Nation Reserve**

Currently, the City and the RM of Corman Park have a Compatible Land Use Agreement with the Red Pheasant Cree Nation dating back to 1999. This agreement specifies their Reserve lands located on the east half of quarter section 30-37-5-W3 M. It states:

“If at any time during the term of this Agreement the City’s boundaries are expanded so that the Land is a Reserve within the boundaries of the City, then the City and the First Nation agree to negotiate and enter into a Municipal Services and Land Use Compatibility Agreement in accordance with Article 9 of the Saskatchewan Treaty Land Entitlement Framework Agreement dated September 22 1992, and this Agreement shall no longer be in force and effect.”

As part of the 2015 boundary alteration, civic Administration will be working with the Red Pheasant Cree Nation on a new Compatible Land Use Agreement which only includes the City and Red Pheasant Cree Nation.

#### 4.9 Existing Utilities

As shown on Figure 3, a number of utilities have corridors servicing industries and adjacent land uses within and surrounding the North Sector.

SaskPower has a newly built 138-25kV substation south of the City of Martensville that will mainly service the North Sector lands. This Martensville substation will be available through the 138-25kV Saskatoon North Industrial (SNI) and 72-25kV Dundonald substations. Additionally, the Martensville switching station will also provide the 138kV transmission backup to the existing 138kV line (QE18) that crosses the River from the east and extends along 71<sup>st</sup> Street to feed the SNI substation.

SaskWater has a pumping station and pipelines along Wanuskewin Road. A City fill main provides water to this pumping station and SaskWater distributes the water to customers outside the City's jurisdiction.

SaskEnergy also has a station along Wanuskewin Road. Gas lines have minimal impact on the east quarter sections of the North Sector. Once leaving the station, the lines travel east and turn north along the east edge of quarter section NW 26-37-5-W3 M.

SaskTel has two antenna towers located outside the North Sector study area: one along Arthur Rose Avenue and one adjacent to SaskTel Centre.

#### 4.10 Adjacent Lands between Highways 11 and 12

Approximately 230 hectares (568 acres) of land south of Perimeter Highway and between Highways 11 and 12 will remain under the RM of Corman Park jurisdiction. This decision was made during the 2010 boundary alteration negotiations between both Administrations. As future developments in this area are proposed, having a road network that aligns with future North Sector arterial roads would be beneficial in creating connectivity between the two jurisdictions. As shown on Figure 5, a conceptual road and multi-use trail alignment was illustrated to be considered by the RM of Corman Park and landowners in the area.

Access locations and crossings on the edge of the North Sector study area will require further discussion with the RM of Corman Park and the Saskatchewan Ministry of Highways and Infrastructure to determine the appropriate design as development increases in the area. All developments in the area should contribute to the agreed-upon infrastructure needs of the area.

## 5 Physical Characteristics

### 5.1 Topography

Surface elevations gradually decrease from northwest to east in the North Sector towards the River. The highest elevation point in the North Sector is 506 metres above sea level, adjacent to Highway 16.

In the North Sector, there is a prominent low-lying depression in the terrain that acts as a natural drainage course for surface water to flow eastward through Opimihaw Creek (Wanuskewin Heritage Park) and into the River.

### 5.2 Soil Capability

According to the Canada Land Inventory, the most desirable soil classes for crop production are Class 1 and Class 2. All of the soil in the North Sector is classified as Class 3 or Class 4. Class 3 and Class 4 soils have moderately severe limitations that restrict the range of crops or require special conservation practices.

The City's Future Growth Study, 1999, considered all soil classifications around Saskatoon and concluded that the North Sector was desirable for future urban growth.

### 5.3 Natural Areas Screening

As per Section 9.0 of the Official Community Plan, a Sector Plan requires growth areas to demonstrate Environmental Management. As part of an Industrial Area Concept Plan process, further site-specific natural areas screening, by a qualified consultant, could be required by civic Administration to identify and protect specific natural areas. As part of development, developers and landowners will be encouraged to do their due diligence to maintain natural areas and incorporate them seamlessly into the subdivided parcels of land. A number of natural areas of interest within the North Sector are shown on Figure 2. A reduction of the gross developable area could be required based on the findings of the site-specific natural areas screening process.

Upon request from civic Administration, the developer (or landowner) must arrange for a qualified consultant to determine the importance of the natural area on the site. If the natural area is deemed important, the developer must arrange for a legal survey to be completed during the growing season to determine the boundary of the area and the buffer around it. Prior to, and during development, the developer must observe best management practices (i.e. temporarily fencing the buffer perimeter) to ensure impacts to natural areas are minimized while construction occurs in the area.

As part of the North/Northwest Natural Area Screening Study, 2012, a number of parcels of land within the North Sector were not studied due to unsuccessfully obtaining permission to access the land from the landowner prior to the field

study occurring. The developer (landowner) proposing to develop one of these parcels will be required to provide a site-specific natural area screening study to civic Administration's satisfaction, as part of the Industrial Area Concept Plan process.

### 5.3.1 Vegetation and Wildlife

As explained in Attachment 2, the North Sector has been studied by a number of different sources dating back to 1992. From these studies, the Wetland Complex drainage channel prevailed as a prominent natural area of interest. As development bounds this natural area, developers will be required to further study the area and abide by the North Sector development guidelines, explained in Section 6.5.1 of this report, to maintain the natural quality of the area, while incorporating the natural area into the industrial development.

The remainder of the undeveloped land in the North Sector is part of the riverbank, has been cultivated in the past, or used for aggregate extraction and is not considered to include any additional important natural areas.

According to the Saskatchewan Conservation Data Centre database, there is no listed vegetation or wildlife identified in the North Sector. As part of a closer examination, the City completed the North/Northwest Natural Area Screening Study, 2012 (see Attachment 2), and the field study found a number of provincially listed rare plant species and threatened animal species. As part of the Industrial Area Concept Plan process, owners of lands where the field study found rare plants and animals will be required to complete a site-specific natural area screening study to confirm the data by revisiting the exact location that was visited in 2012.

### 5.3.2 Wetlands

Wetlands are land depressions where the water table is at, near, or just above the surface, and where the depressions are saturated with water long enough to promote wet-altered soils and water-tolerant vegetation. The North/Northwest Natural Area Screening Study, 2012 (see Attachment 2), used the Stewart and Kantrud Wetland Classification System to classify the permanence of wetlands in the North Sector and focused mainly on the Wetland Complex.

As per the City's Wetland Policy No. C09-041, a Wetland Mitigation Plan will be required for any developable lands that could impact wetlands identified by the City's Wetland Inventory.

#### 5.3.2.1 Wetland Complex

Previous topographic mapping has shown this historical wetland complex to be a much greater swale that was a continuous water course that branched off from the River around the King George neighbourhood, travelled through the Westmont and Hudson Bay neighbourhoods, connecting through the Hudson Bay Industrial Area on its way north to Opimihaw Creek. The historical swale

has informally been referred to in the past as the Hudson Bay Swale or North Swale. Similar to the other areas of Saskatoon called Hudson Bay, the historical swale passed through or occupied lands previously owned by the Hudson Bay Company.

The remaining Wetland Complexes, studied as part of the North Sector, stretch from 71<sup>st</sup> Street to NW 1-38-5-W3 M, spilling into the Opimihaw Creek and eventually draining into the River. The remaining wetland complexes stretch six kilometers long and are the remnants of a long glacial drainage scar. Conceptually, the Wetland Complexes occupy 142 hectares (350 acres). The Wetland Complexes have long been regarded as a unique environment having unique ecological, hydrological, and hydrogeological characteristics. It contains remnants of native prairie, ecologically important wetlands, and is important for nesting and migrating waterfowl. It also provides constraints to development as it is a low-lying saturated drainage channel with gentle, sloping edges between 2% and 5%, causing flood prone areas surrounding it.

As mentioned above, the central wetlands of the complex (north half of quarter section NW 27-37-5-W3 M) were not studied due to unsuccessfully obtaining permission to access the parcel of land by the landowner. This portion of the Wetland Complex will require a site-specific natural area screening study at the landowner's expense, to civic Administration's satisfaction, prior to development occurring on the site or prior to preparing an Industrial Area Concept Plan for the parcel.

#### 5.4 Flood Plain Areas

According to the Corman Park – Saskatoon Planning District Official Community Plan, the lands shown in Image 1 around the Wetland Complex are within a potential flood hazard area. Based on historical information, gently sloping wetland edges and increasing water levels have consumed adjacent lands during spring melts and major storm events. Prior to industrial development of buildings or storage facilities that could be damaged by flood waters, a qualified consultant must confirm that developable lands adjacent to the Wetland Complex can be used safely for the intended purpose.

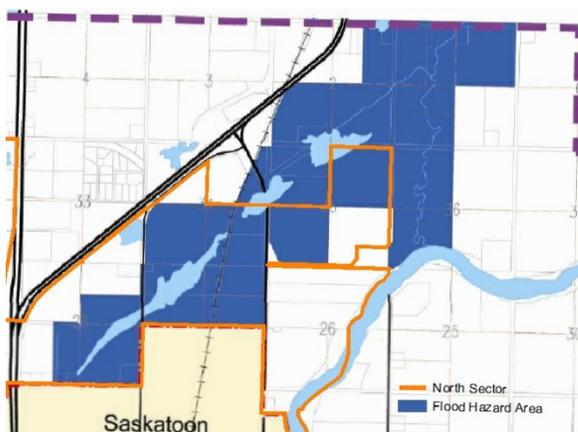


Image 1: Potential Flood Hazard Map  
Source: Corman Park – Saskatoon  
OCP Appendix D

## 5.5 Historical Resources

The majority of the lands in the North Sector have been cultivated or used for industrial purposes for many years; as a result, there may be few historical findings. The uncultivated area of land along the River near the Wetland Complex could have a higher chance of historical artifacts. As shown on Figure 2, and explained further in Attachment 6, the Saskatchewan Ministry of Parks, Culture and Sport (PCS) has identified a number of quarter sections of land as having potential for heritage resources. Prior to development occurring, the developer should use the PCS Developers' Online Screening Tool to obtain heritage clearance for their project lands. If a parcel of land is determined heritage sensitive by the PCS Developers' Online Screening Tool, the development project must be submitted to PCS for a heritage review to determine if a Historical Resources Impact Assessment (HRIA) is required. HRIA studies must be carried out by a qualified consultant under an approved investigation permit issued by PCS at the developer's expense.

As the area develops, if historical artifacts are uncovered, they must be reported to PCS and further assessment and/or mitigation could be required.

### 5.5.1 Homesteads

As shown on Figure 2, there are two areas that have historical homestead remnants. These areas are explained in more detail on pages 6.3 and 6.4 of Attachment 2.

**The Caswell Homestead site** - is located within SW 28-37-5-W3 M and has been given the Borden Designation FbNq-8. The Caswell Homestead site was last visited as part of the North/Northwest Natural Area Screening Study, 2012. This field visit confirmed its existence, recorded it with the Heritage Conservation Branch and conducted basic site mapping. This is typically the first, or "reconnaissance," phase of archaeological evaluation. Prior to land development in the area, the next phase is to map the site in detail and conduct test excavations or (if desired) a geophysical survey to determine if there are significant intact archaeological remains associated with this homestead. If the results of this next phase study determine that there are no significant archaeological remains that would warrant further study through excavation, then no more work will be required on the site, and the detailed map will be considered an adequate mitigation of impact by development. Development would then be allowed to proceed in the area and there would be no setbacks required.

If significant archaeological materials were encountered, recommendations would be put forward to either complete a salvage excavation, provide interpretive data if desired, or establish buffers of avoidance for the site.

In the interim, development should avoid the main area of standing structures, including the tree rows west of the concrete foundation.

**The Valley Crest Homestead site** - is located on the east-west quarter section line starting in SW 23-37-5-W3 M and extending northward into NW 23-37-5W3 M (Harris Rebar property). This homestead site has high potential for precontact archaeological sites due to its proximity to the River. As part of the North/Northwest Natural Area Screening Study, 2012, field investigations found that there were two cellar depressions that were still visible at this homestead site. The previous owner of the south half of quarter section NW 23-37-5-W3 M (prior to Harris Rebar) since 1892, was the Temperance Colonization Society (Certificate of title No. 131.A.40).

An HRIA should be conducted to map the site in detail. A Saskatchewan Archaeological Resource Record Form should be submitted to the Heritage Conservation Branch to record the site in the Province's Inventory of Archaeological Sites to obtain a Borden Designation for the site. This affords the site some protection, in that it would then be flagged with the Heritage Conservation Branch.

The HRIA should include test excavations and a geophysical survey to determine if there are significant, intact archaeological remains associated with this homestead. In this instance, a geophysical survey is recommended; owing to the possibility of a small unmarked grave in the area. A geophysical survey is a non-intrusive way of determining if there are disturbed soils (such as a grave shaft) in the area. It should be noted, however, that an unmarked infant burial could be very difficult to pinpoint exactly within the total area of the site. For that reason, oral tradition may become the best evidence that can be obtained regarding the burial, and a general setback around the area should then be established.

If the results of the HRIA determine that there are no significant archaeological homestead remains that would warrant further study through test excavations, then no more work will be required from an archaeological perspective; with the exception of setbacks for the grave as discussed above. If significant archaeological materials were encountered, recommendations would be put forward to either complete a salvage excavation, provide interpretive data if desired, or establish buffers of avoidance for the site.

In the interim, development should avoid the area from the east fence of the Harris Rebar property to the edge of the river.

## 5.6 Site Contamination

As part of the Industrial Area Concept Plan process, developers must engage a qualified consultant to complete a Phase 1 Environmental Site Assessment. The Environmental Site Assessment will determine potential and existing environmental contamination liabilities in the area of proposed development; more specifically, around existing farmsteads, snow management facilities,

CN rail line, roadway right-of-ways, and industrial lands. If contamination is present, the developer (or landowner) is responsible for remediating the site and preparing the lands for its future use.

## 5.7 Development Buffers

**Chemical Storage Buffer** - The North Sector has two buffer areas imposed by provincial regulations on industries that store and handle hazardous materials on site. These buffers are precautionary measure to separate areas of public assembly and residential from chemical storage facilities, encase of a major accident involving the release of airborne chemicals. In 1977, the Regulations Respecting Anhydrous Ammonia were enforced on the development of the Silverwood Heights neighbourhood restricting residential development to occur within the one kilometre chemical storage buffer zone. Therefore, the City approved the development of the Silverwood Golf Course and Marquis Industrial Area to be built surrounding the two chemical storage facilities. In 2007, the Regulations Respecting Anhydrous Ammonia were repealed and replaced with the Provincial Boiler and Pressure Vessel Regulations. The Provincial Boiler and Pressure Vessel Regulations, speaks to restricting any place of public assembly or any residential area within an 800 metre radial buffer of the chemical storage vessel or combination of storage vessels. This is a 200 metre reduction based on the 1977 regulations. In conversations with the two chemical plants and Saskatoon Fire, civic Administration is not recommending a reduction to the buffer distance and will continue to restrict public assembly and residential uses within one kilometre of the chemical storage vessels. Best practices would also restrict any industrial or commercial applications that prepare food products within this buffer area. In addition, the Marquis and Silverwood Industrial Sector Plan Amendment, 2002 (see Attachment 1), suggests future subdivision of lands within the buffer are subdivided into larger lots to reduce the number of industries within the buffer.

As shown on Figure 2, a one kilometre radial buffer from the storage vessels on the properties surrounds the Akzo Nobel Chemicals Inc. and ERCO Worldwide chemical plants. A proposed one kilometre radial buffer is also shown around the remaining lands of the Environmental Industrial Park (EIP) site. This buffer will be enforced if an application to develop a site that needs to store and handle hazardous materials in Saskatoon is required.

**Wanuskewin Heritage Park Visual Buffer** - The Wanuskewin Heritage Park Sector Plan, 1992, initially addresses concerns with urban growth building toward the park and would be seen from inside the park. As per the study, park staff felt adjacent land uses would be inconsistent with the natural and historic qualities of the park. In conversations with Wanuskewin Heritage Park during the preparation of the University Heights Sector Plan, 2007, a 1.8 kilometre radial buffer around Wanuskewin Heritage Park was identified as an area of further study and would allow growth around the park to be managed. Further study and discussions must be held between the adjacent landowners and Wanuskewin

Heritage Park Administration to clarify the types of development that could be appropriate within the buffer, and any development standards, such as berms and landscaping, that might enable development in the vicinity of Wanuskewin Heritage Park while conserving the unique character of the park.

**Saskatoon Airport Zoning Regulations Buffer** - According to the Saskatoon Airport Zoning Regulations, no owner or occupier of lands within 3,200 metres of the airport reference point shall permit any part of those lands to be used as a sewage lagoon or for an open water storage reservoir. This regulation is under review to be changed to 4,000 metres. As shown on Figure 2, a portion of the lands north of Highway 16 lies inside the Saskatoon Airport draft zoning regulations' 4,000 metre buffer. All open water facilities within the draft 4,000 metre buffer, that have the potential to cause aircraft and bird hazard conflicts, will be required to seek approval by Transport Canada, Saskatoon Airport Authority, NavCanada, and other such agencies as may be appropriate, prior to a development permit being issued for the area. In addition, all applications for open water facilities within the Saskatoon Airport draft zoning regulations buffer must file a location plan with the Saskatoon Airport Authority and be approved by City Council. If open water facilities are needed within the draft 4,000 metre buffer (i.e. for protection of natural wetlands), measures must be implemented into the plan to detract large birds and flocks of birds from using the area.

## 5.8 Ground Water

As part of the Industrial Area Concept Plan process, the developer must engage a qualified consultant to complete a Hydro-geotechnical Analysis for the proposed development. The Hydro-geotechnical Analysis will provide a survey of soil and groundwater conditions and identify aquifers, high water tables, and site drainage issues.

## 5.9 Nuisance

Land uses in the North Sector, like all areas in the city, are subject to the nuisance requirements identified in the City's Property Maintenance and Nuisance Abatement Bylaw No. 8175. At the time the parcels are rezoned to an industrial district, nuisance restrictions, as explained in the City's Zoning Bylaw No. 8770 (Zoning Bylaw), will also apply. Best practices cluster land uses, buildings, and industrial processes that could be noxious or injurious, or constitute a nuisance beyond the boundaries of the subject site within and next to similar heavy industrial parcels, highways, railways, or airport runway corridors.

## 6 General Land Use

### 6.1 Land Use Plan

The Land Use Plan for the North Sector is shown on Figure 4. This plan is the broad framework through which the vision, explained in Section 2 of this report, will be achieved.

The purpose of this plan is to guide the development of industrial uses within the context of a fully-serviced urban industrial development. The Land Use Plan identifies:

- a) future industrial lands for the City;
- b) commercial nodes to service the industrial area;
- c) recreation areas to service programming needs;
- d) extensions to existing roadways;
- e) the Red Pheasant Cree Nation Reserve;
- f) the Environmental Industrial Park;
- g) a riverbank area; and
- h) existing natural areas.

To build on the Sector Plan vision, separate Industrial Area Concept Plans will be required prior to development to illustrate greater detail of the actual land uses proposed for the North Sector study area.

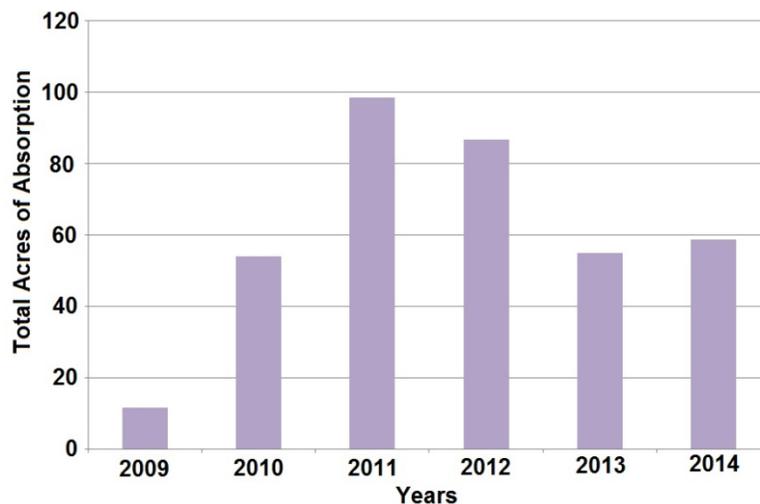
The North Sector will comply with the overall standards of the Zoning Bylaw regarding landscaping, building heights, and screening of storage.

The City shall support all legally established uses that have been previously approved by the RM of Corman Park within the North Sector as an interim land use, until the North Sector lands are provided a City zoning district and servicing commences in preparation of shaping the lands for industrial development.

**6.1.1 Industrial Demand**

With an industrial vacancy rate that fluctuates between 4% and 5%, strong demand for industrial lands has remained present in Saskatoon’s Northern Industrial Area since 2010. According to the City’s “Three-year Land Development Reports”, the average for industrial land sales and leases is approximately 24 hectares (60 acres)<sup>1</sup> over the past six years. In order to maintain a consecutive two-year supply of industrial land, the steady development of industrial lands north of Agriplace and Marquis Industrial Area is necessary. With a net developable area of 1,286 hectares (3,178 acres), and if all the North Sector developable lands were to be serviced and subdivided, the North Sector could provide an estimated twenty million square feet of industrial inventory<sup>2</sup>.

**Table 1: Industrial Lands Absorption Rate from 2009 to 2014**



The top sectors in the Northern Industrial Area are intended to be the leading industries in the North Sector. Trade (wholesale and retail), construction, and manufacturing are envisioned to make up the majority of the North Sector. The preference should be to retain a non-retail industrial area (other than the arterial commercial nodes proposed in Section 6.2 of this report that complement the industrial area) in order to ensure the success of the area as a significant industrial sector.

1 – The 24 ha (60 ac) was calculated by averaging the total Industrial Land Sales and Leases from the Land Development Program table from 2009 to 2014.

2 – The 17,000,000 sq.ft. was calculated by multiplying Heavy Industrial (303 ha) + Light Industrial (839 ha) + Urban Holding (97 ha) X 14,030.61 sq.ft.

### 6.1.2 Employment Forecast

The employment forecast in the North Sector is expected to be typical of industrial development in the North Industrial Area: approximately 25 jobs per hectare<sup>3</sup>. At full build-out, the North Sector area is expected to accommodate approximately 32,000 jobs<sup>4</sup>.

**Table 2: Projected Land Use Area and Employment**

		Hectares	Acres	%	Potential Square Feet of Building Space	Jobs per Ha	Employment
<b>East of Highway 12</b>	<b>Existing</b>						
	Five Acre Industrial Parcels	10.31	25.48	1.06%			
	CN rail line	4.58	11.32	0.47%			
	Millar Avenue ROW	4.60	11.37	0.47%			
	71st Street ROW	3.99	9.86	0.41%			
	ERCO Worldwide (Developed Land)	10.10	24.96	1.04%			
	Harris Rebar	6.45	15.94	0.66%			
	Utility Parcels	0.72	1.78	0.07%			
	South Saskatchewan River	47.69	117.84	4.89%			
	<b>Total Existing</b>	<b>88.44</b>	<b>218.54</b>				
	<b>Proposed</b>						
	Industrial - Heavy	53.29	131.68	5.47%	747,691	25	1,332
	Industrial - Light	311.22	769.04	31.94%	4,366,606	25	7,781
	Arterial Commercial Nodes	8.00	19.77	0.82%	255,000	45	360
	Urban Holding Lands	16.34	40.38	1.68%	229,260	25	409
	Reclamation Site	2.59	6.40	0.27%	36,339	25	65
	ERCO Worldwide(Un-developed Land)	57.22	141.39	5.87%	802,832	25	1,431
	<b>Net Developable Total</b>	<b>448.66</b>	<b>1,108.66</b>				
	Natural Area (Wetland Complex)	141.66	350.05	14.54%			
	To Be Determined Lands	225.50	557.22	23.15%			
Riverbank Area	9.77	24.14	1.00%				
Urban Holding Road Infrastructure	28.98	71.61	2.97%				
Perimeter Highway	31.28	77.29	3.21%				
<b>Total Proposed</b>	<b>885.85</b>	<b>2,188.98</b>					
<b>North Sector East Total</b>	<b>974.29</b>	<b>2,407.52</b>	<b>100%</b>	<b>6,437,729</b>		<b>11,377</b>	
<b>West of Highway 12</b>	<b>Existing</b>						
	Saskatoon Co-op	8.08	19.97	0.80%			
	Redhead Holdings	18.34	45.32	1.82%			
	Quattro Properties	16.19	39.99	1.60%			
	Saskatoon 16 West RV Park	6.07	15.00	0.60%			
	Flaman Sales Ltd.	18.45	45.59	1.83%			
	Samco Holdings	3.86	9.54	0.38%			
	1767388 Alberta Ltd.	14.32	35.37	1.42%			
	Rosler Investments	1.62	4.00	0.16%			
	Cervus Equipment	5.67	14.00	0.56%			
	Highway 12	15.90	39.29	1.57%			
	71st Street ROW	5.52	13.64	0.55%			
	<b>Total Existing</b>	<b>114.005</b>	<b>281.71</b>				
	<b>Proposed</b>						
	Industrial - Heavy	157.47	389.12	15.59%	2,209,400	25	3,937
	Industrial - Heavy (EIP)	32.27	79.74	3.19%	452,768	25	807
	Industrial - Light	527.79	1304.20	52.25%	7,405,216	25	13,195
	Arterial Commercial Nodes	8.00	19.77	0.79%	112,245	45	360
	Urban Holding Lands	80.51	198.94	7.97%	1,129,604	25	2,013
	Red Pheasant Cree Nation Reserve	31.69	78.31	3.14%			
<b>Net Developable Total</b>	<b>837.73</b>	<b>2,070.08</b>					
Urban Holding Road Infrastructure	21.59	53.35	2.14%				
Perimeter Highway	36.87	91.11	3.65%				
<b>Total Proposed</b>	<b>896.19</b>	<b>2,214.53</b>					
<b>North Sector West Total</b>	<b>1,010.20</b>	<b>2,496.25</b>	<b>100%</b>	<b>11,309,233</b>		<b>20,311</b>	
<b>North Sector Plan Total</b>	<b>1,984.49</b>	<b>4,903.77</b>		<b>17,746,961</b>		<b>31,688</b>	

3 - 25 jobs per hectare is an average of the North Industrial, Hudson Bay Industrial and Airport Business Areas.

4 - The employment column assumes that all industrial land will be subdivided and built to their full potential; therefore, the total number of jobs could be less at full build-out of the North Sector.

## 6.2 Arterial Commercial

The vision for the Commercial nodes are to identify entry points for vibrant Arterial retail shopping areas that feature appropriate services and amenities to support the needs of the North Sector. As shown on Figure 4, four locations have geographically been selected and are envisioned to be developed at different phases as growth progresses. As Industrial Area Concept Plans are developed, and rezoning of the parcels occur, additional commercial areas may be considered based on site-specific design and access.

Possible uses include retail stores, restaurants, coffee shops, banks, and service stations. Currently, the nearest major commercial area is along 51<sup>st</sup> Street, three kilometres south of the North Sector, creating limited opportunities to access commercial areas from the North Sector other than by automobile.

The arterial commercial nodes, shown on Figure 4, are conceptual. The actual size and best building orientation for these arterial commercial areas will be determined by a retail market analysis completed by the landowner/developer as part of the Industrial Area Concept Plan process. This market analysis should show how the commercial amenities within these sites will service the needs of the North Sector and do not negatively influence other retail markets in the city.

The arterial commercial nodes are encouraged to have architectural controls to ensure the businesses that choose to locate in the area adhere to the overall attractiveness of the streetscape and industrial area, while also providing pleasant entry features at multiple gateways. When designing the arterial commercial nodes, best practices, outlined in Section 15 of the City's Commercial and Industrial Development Study – Development Trends and Best Practices should be pursued (see Attachment 5).

## 6.3 Red Pheasant Cree Nation Reserve

On the east half of quarter section SE 30-37-5-W3 M, the Red Pheasant Cree Nation has approximately 80 acres of Reserve land. These lands are governed by the Red Pheasant Cree Nation. As mentioned in Section 4.8 of this report, the City will be working with the Red Pheasant Cree Nation on a new Compatible Land Use Agreement. To be compatible with the proposed land uses in the North Sector, the development of non-residential land uses will be asked of the Red Pheasant Cree Nation on their Reserve lands. The best practices outlined in Section 15 of the City's Commercial and Industrial Development Study - Development Trends and Best Practices (see Attachment 5) will also be encouraged to provide a contiguous development with the adjacent lands.

Prior to development on the Reserve land, the City has asked for a concept plan showing how the site could be subdivided and serviced. All storm water surface drainage must be stored on the Reserve land.

## 6.4 Inclusion of Environmental Industrial Park

In 1994, City Council recommended the quarter section SE 29-37-5-W3 M be used as an Environmental Industrial Park (EIP) to facilitate economic development for the safe storage, handling, and processing of dangerous or hazardous products. Currently, there are two existing industrial operations previously approved by the RM of Corman Park occupying 17 hectares (42 acres) of the quarter section. Based on the 1994 recommendation, the EIP location was chosen after analyzing a number of criteria such as: aquifers, soil suitability, separation from the South Saskatchewan Flood Plain, emergency response time, sufficient separation from populations, and separation from the Saskatoon Airport. Based on these criteria, the EIP location is still suitable and the balance of the lands (32 hectares) should be held by the City for future industrial users that store, handle, and process dangerous or hazardous products. If an EIP compatible user were to locate on the parcel, the policies set out in Section 7.5 of the Official Community Plan must be followed. Depending on the nature of the EIP land use, a one kilometre buffer, similar to the buffer around Saskatoon's existing chemical facilities, should be implemented. Within the buffer surrounding the site, compatible industrial land uses that require larger parcels and have a limited number of on-site employees, such as warehouses and manufacturing plants, should interface with the EIP location. As parcels are developed, a gradual transition into smaller parcel industrial/office uses along the buffer edge can occur. This transition area would allow for fewer parcels adjacent to the EIP location, prohibit places of public assembly, and discourage slow-to-evacuate, large facilities preventing humans from being exposed to unacceptable levels of risk in the event of an emergency. Best practices would also restrict any industrial or commercial applications that prepare food products within this buffer. For any new EIP land uses, the buffer should be drawn as a radial using the location of where the hazardous product is being stored on the site as the centre point.

At the time an Industrial Area Concept Plan is being considered, which includes the EIP lands, if there are no applications made to the City requesting lands for the use of safe storage, handling, and processing of dangerous or hazardous products, the developer should make a recommendation to amend the Official Community Plan and this Sector Plan by relocating the EIP to the next phase of development in the Sector; however, still within the appropriate area identified in the EIP, 1994 study (see Attachment 7). For example, quarter sections NE 29-37-5-W3 M and NW 28-37-5-W3 M, in later phases, were identified as having similar locational characteristics that enhance public and environmental safety if an EIP land use was required. If the EIP is proposed to be relocated to either of the two alternative quarter sections, the RM of Corman Park should be consulted, as the locations would be in closer proximity to Auto Clearing Motor Speedway (a site of public assembly).

## 6.5 Inclusion of Wetland Complex

As part of the North/Northwest Natural Area Screening Study, 2012 (see Attachment 2), the Wetland Complex was studied in detail determining the ecological significance of each of the wetlands that make up the drainage channel. Based from the Minnesota Routine Assessment Methodology (mnRAM) for evaluating wetland function (as defined by the Minnesota Board of Water and Soil Resources), two wetlands were identified as Preserve (5060 and 5364), and two other wetlands within the Wetland Complex were identified as Manage 1 areas (5061 and 5360) (see Figure 2). Wetlands identified as Preserve are those that should be minimally impacted by development and preserved in (or improved to) their most pristine or highest functional capacity, while wetlands identified as Manage 1 areas are high-quality wetlands that should be protected from development, where appropriate. In the event that impacts to Manage 1 areas cannot be avoided, or have previously been modified, these wetlands could be altered further to be used for storm water management if pre-treatment methods are used.

As shown on Figure 2, wetland 5060 is the most significant intact ecosystem that remains within the drainage channel and should be treated as the landmark of the North Sector. Development in this wetland is not being proposed. Instead, this area will remain in its natural state as a natural drainage channel for the North Sector, while providing passive recreational opportunities for future employees, and supporting wildlife by providing a viable and sustainable natural habitat. The remaining wetlands (5061, 5360 and 5364) have all been subject to in-filling or an alteration due to adjacent land uses, which has degraded the ecological integrity of these areas. The remaining wetlands should remain connected as a drainage channel and recreational multi-use trail network for the area and be developed as an engineered wetland drainage channel. The drainage channel would provide a 142 hectare (350 acre)<sup>1</sup> storm water management area for the entire North Sector, while being incorporated into the design of the adjacent industrial parcels.

### Natural Area Interface

Protection of riverbank lands and other significant natural areas, such as the Wetland Complex, is important to ensure that current residents and future generations can benefit from the presence of these significant natural features within the city. Where development is proposed adjacent to the Riverbank and Wetland Complex in the North Sector, an appropriate interface between them is critical. Development adjacent to and within natural features should, where possible:

- a) provide an aesthetically pleasing user experience;
- b) permit appropriate public access;
- c) facilitate user accessibility and circulation;
- d) ensure compatible land use, building scale, and design;
- e) respect the ecological value and integrity of the resource; and

- f) feature ecological protection that, in some cases, may include the use of a buffer area that provides a transition between the natural area and the built environment.

### 6.5.1 Development Guidelines for the Wetland Complex

The development guidelines listed below provide the framework for integrating natural areas into urban development areas. They recommend measures to minimize disturbance to the Wetland Complex, while also meeting transportation, utility, storm water management, and other community needs as the North Sector develops.

- a) Development shall not interrupt the connectivity of the wetlands that make up the Wetland Complex as a connected drainage channel to the River.
- Culverts will be designed to allow natural flow of the Wetland Complex and provide opportunities to be used by small mammals, reptiles, and amphibians. The culvert entry and exit should include rocks, small shrubs, and/or taller vegetation that provide cover for animals using the culverts. Regular inspection and debris removal by City staff will ensure an unimpeded flow of water in the culverts.
- b) A minimum 20 metre riparian area buffer between the Wetland Complex boundary<sup>1</sup> and adjacent developments is required unless the site-specific natural area screening for the Industrial Area Concept Plan determines a reduced buffer width to the satisfaction of civic Administration.
- c) The riparian area buffer should be dedicated as Municipal Buffer, Municipal Utility Parcel, and/or Environmental Reserve, depending on how it is designed into the development. These dedicated lands will become the responsibility of the City.
- d) The disturbed lands within the riparian area buffer must be reseeded using species native to the area.
- e) A multi-use trail will be considered along the Wetland Complex connecting to the Trans Canada Trail, where appropriate linkages can be provided. A four metre multi-use trail will be developed within the riparian area buffer, and adjacent developments should make provisions for connection paths to the Wetland Complex specifically around the “Preserve” wetlands. A one metre strip along both sides of the multi-use trail can be designated for mowing should the vegetation become too high and impede multi-use trail use. The multi-use trail surface will be determined by civic Administration at the Industrial Area Concept Plan stage.
- f) Interpretive signage should be along the multi-use trail illustrating the ecological importance of wetlands (e.g. wildlife habitat, surface hydrology, etc.). These signs’ locations could also be at locations providing bird viewing opportunities.
- g) Fencing must be provided for all adjacent land uses next to the Wetland Complex to reduce encroachment into the riparian area buffer by non-compatible activities (e.g. storage of materials, parking of vehicles, etc.).

- h) Development in the Wetland Complex shall be restricted to recreation and storm water management. Crossings will be limited to those shown on Figure 6 and Figure 7.
- i) Road crossings of the Wetland Complex, explained in Section 7.5 of this report, will be designed and built as level crossings.
- During construction, no surface materials or stockpiles should be deposited within the Wetland Complex boundary<sup>1</sup>. All construction activities should be confined to the road right-of-way, unless determined by a site-specific natural area screening that the adjacent lands are disturbed.
  - Clearing activities should not be scheduled between May 1 and July 31, to avoid disturbance of nesting birds.
- j) Monitoring changes to groundwater flows and quality, pertaining to unique and/or endangered species of Wetland Complex, should occur. Wetlands within the Wetland Complex have experienced significant water-level fluctuations as part of their normal cycle. The storm water management plans will consider the need to allow this fluctuation to continue, although also recognizing that the duration of peak flow, occasionally, may have a longer duration than currently experienced.
- k) Storm water sediment forebays will be located outside the Wetland Complex boundary<sup>1</sup>, especially if storm water management areas are required adjacent to “Preserve” wetlands.
- l) Site reclamation activities should begin as soon as feasible following construction.
- m) Dark Sky best practices should be considered for the Wetland Complex. Path lighting should be full cut-off light fixtures to preserve the ecological integrity of natural environments and to accommodate amphibians using the Wetland Complex at night. The full cut-off light fixture would minimize light pollution and glare, directing light to the surface, and restricting light from projecting over the Wetland Complex.

1 – The boundary for the Wetland Complex shown on the attached Figures was mapped using GPS during field studies to complete the North/Northwest Natural Area Screening Study, 2012. When Industrial Area Concept Plans are being proposed for lands adjacent to the Wetland Complex and if the applicant would like to alter the boundary, further site specific natural area screenings, stormwater management studies, and consultation with civic Administration will be required.

## 6.6 Urban Holding

As per Section 8 of the Official Community Plan, “lands that are within the City limits where the future use of the land or the timing of development is uncertain due to timing and/or availability of servicing, and a Concept Plan has not been completed, should be classified as Urban Holding”.

As shown on Figure 4, a number of areas have been identified as Urban Holding. These lands are important lands for the Perimeter Highway infrastructure or have been bisected by the Perimeter Highway. City servicing and access to these parcels would depend on the final design of the Perimeter Highway infrastructure.

The Official Community Plan Land Use Map will be amended to show all lands within the North Sector study area as Urban Holding until an Industrial Area Concept Plan is approved by City Council for a development area.

## 6.7 To Be Determined Lands

The lands within the North Sector study area, north of Perimeter Highway and east of Wanuskewin Road, have been shown as To Be Determined due to the future land use is under review by civic Administration. Conversations will continue with the landowners in this area and adjacent landowners to determine if development should occur in this area. A separate study will be created for this area and an amendment to this Sector Plan may be required.

## 7 Transportation

Roadways in industrial areas place highest priority on the efficient movement of goods and services by heavy trucks, but still accommodate all modes of travel. Industrial roadways typically have lower speed limits with a high percentage of truck volume. Within industrial areas, there can be local, collector, and arterial designated roadways. Industrial roads provide direct access to adjacent industrial and commercial properties. As industrial areas are served by transit to transport employees, sidewalks and transit stops shall be provided as part of the roadway design.

### 7.1 Roadway Classifications

This Sector Plan looks at the roadway network for the North Sector study area at a high level. The level of detail should illustrate roads that resemble a grid pattern, be comprehensively planned with existing industrial roads, and accommodate the safe and efficient movement of all modes of travel. At the Sector Plan level, it is difficult to determine the roadway function, such as parcel access, posted speed, and the number of travel lanes required, without knowing adjacent parcel sizes and land use types. Each Industrial Area Concept Plan will be required to complete a Traffic Impact Study (TIS) to complete the functional design of the roadway network.

Arterial: Roadways intended to provide for mobility through a Sector with direct land access in very limited circumstances. Connects to highways and freeways with interchanges. Connects to arterials with intersections.

Collector: Roadways intended to provide for mobility within a Sector with land access. Connects local roadways to arterials using intersections.

### 7.2 Transportation Principles

The roadway network in and around the North Sector shall be:

Connected: A road network highly connected within the study area and connected to lands beyond the study area in all directions.

Multi-modal: A road network designed to accommodate pedestrians, cyclists, transit services, passenger vehicles, delivery vehicles, and large and heavy combination trucks to the degree necessary, given the land use.

Hierarchical: A hierarchical road network that provides for both mobility and land access.

### 7.3 Roadway System Characteristics

The following characteristics apply to the identified roadways within the North Sector.

#### 7.3.1 Freight

All roadways need to accommodate large and heavy loads. A high clearance and oversized corridor should be further studied and designed along arterial roadways through the area.

#### 7.3.2 Passenger Vehicles and Light Trucks

Standard roadway design principles apply.

#### 7.3.3 Transit

All roadway classifications should be available for transit services (i.e. flexible service). Arterial and collector roads should be designed with transit stop locations if part of a transit route. All transit stops should be accessible from a pedestrian facility (i.e. sidewalk, multi-use trail) so that transit users do not have to cross ditches, shoulders, medians, boulevards, or similar spaces.

A Transit Park-and-Ride place holder next to the existing Highway 11 and Highway 12 flyover has been shown on Figure 5 to align with the Growing Forward Commuter Service initiative the City is considering to accommodate regional traffic from surrounding municipalities.

#### 7.3.4 Cycling

Cycling in shared traffic lanes is appropriate only on local and collector roads. Multi-use trails, cycle track, bike lanes, or shoulder bike lanes are required on all arterial roadways.

As shown on Figure 5, there are existing multi-use trail networks that will need to be extended into the North Sector. Currently, there is a west to east multi-use trail link along the north edge of Marquis Drive. Within the existing boulevard of Thatcher Avenue and Faithfull Avenue, multi-use trails should be constructed from Marquis Drive to 71<sup>st</sup> Street. Road markings should be added to Millar Avenue and 71<sup>st</sup> Street allowing for shoulder bike lanes. These multi-use trail and shoulder bike lane extensions would allow for active transportation on Marquis Drive to enter the North Sector providing opportunities for employees to walk, run, or cycle for commuting or recreational purposes. In the future, the Marquis Drive multi-use trail will connect to the North Commuter Parkway Bridge linking up with the east and west riverbank, Meewasin, and Trans Canada Trail networks.

At the time the Saskatchewan Ministry of Highways and Infrastructure begins the design of the Perimeter Highway river crossing, consideration should be provided to include a Trans Canada Trail underpass allowing for unrestricted trail movement along the riverbank. In addition, the Perimeter Highway Bridge should

include a multi-use trail along the north edge to allow access to the east riverbank and future river multi-use trails.

### 7.3.5 Pedestrians

Sidewalks should be provided on both sides of the road right-of-way for arterials and collectors. If only one side of the road right-of-way has a multi-use trail, the other side of the right-of-way should have a sidewalk. If any road classification is planned to have a transit route or stop, sidewalks are required.

#### 7.3.5.1 Barrier-free

The North Sector is intended to be barrier-free. All site designs and infrastructure shall be accessible to all persons, regardless of their age or physical abilities. All roads, driveway access points, sidewalks, and multi-use trails shall include wheelchair accessible curb cuts. The Canadian Standards Association – Accessible Design for the Built Environment (see Attachment 4) should be applied as a recommended tool during design of the North Sector.

### 7.4 Roadway Crossings

There are three grade-separated crossings proposed to accommodate growth of the North Sector: Marquis Drive and Idylwyld Drive, Marquis Drive and Highway 16, and 71<sup>st</sup> Street West and Highway 16. The timing for construction of the grade-separated crossings will be determined based on the transportation demand and timing of growth in the North Sector. The five grade-separated highway crossings, shown on Figure 5, would only be required at the time the Perimeter Highway is being designed and built. The Saskatchewan Ministry of Highways and Infrastructure has not indicated any precise timing or budget for the design and construction of the Perimeter Highway at this time.

As shown on Figure 5, control circles mark highway crossing locations, which were determined as part of the Northwest Access Management Study (see Attachment 3). At highway/highway crossings, a system interchange control circle with an 800 metre radius was used, and at highway/arterial crossings, a service interchange control circle with a 500 metre radius was used. These control circles are to provide property protection in rural areas at all interchange locations until the land use and functional plans are completed for the highway network.

There are two right-in-right-out intersections proposed on Figure 5. At the crossing of 71<sup>st</sup> Street and Idylwyld Drive, the existing median will be closed and turning movements will be restricted to right turns only. To allow for additional access to the lands west of Highway 12, a right-in-right-out intersection is proposed at Collector Road and Idylwyld Drive.

### 7.5 Road Crossings of Wetland Complex

Two roadway crossings are being shown on Figure 5 as being desirable crossing locations that would effectively minimize adverse environmental effects on the

Wetland Complex. Roadway crossings will be built as level crossings and construction should be confined to the road right-of-way unless the site-specific natural area screening determines otherwise.

Crossing No. 1 – Millar Avenue extension to Highway 11 North will be re-constructed along the existing Range Road 3053 road allowance using previously disturbed roadway.

Crossing No. 2 – A new industrial road is proposed to be built to connect Millar Avenue with Arthur Rose Avenue, providing a continuation of the one mile (1.6 kilometre) east to west roadway grid design, crossing the Wetland Complex around the Manage 1 area shown on Figure 7.

If appropriate, the above transportation crossings should be shared with utility crossings to reduce the construction disturbance duration with the Wetland Complex crossing corridors.

## **7.6 Perimeter Highway and Arterial Crossings**

Perimeter Highway, which is proposed provincial infrastructure, will be a high-speed corridor to move provincial highway traffic around Saskatoon. The Perimeter Highway alignment and river crossing location, has been endorsed by the City, the RM of Corman Park, and the Saskatchewan Ministry of Highways and Infrastructure, as shown on Figure 5.

Obtaining urban access and crossing of Perimeter Highway, as the North Sector develops, is a priority and will require City input as part of the Saskatchewan Ministry of Highways and Infrastructure's functional transportation plans for the Perimeter Highway. At Bill Hunter Avenue and Perimeter Highway, and Wanuskewin Road and Perimeter Highway, grade-separated crossings are being proposed. Understanding additional crossings would make this segment of highway unconventional based on the system interchange spacing requirements; full access connecting urban infrastructure to Perimeter Highway would be desired at these two locations. Final design of these two crossings will be determined as per City input on the Saskatchewan Ministry of Highways and Infrastructure's functional plans for Perimeter Highway.

As part of the Perimeter Highway planning and design, Highway 11, within Perimeter Highway, should be re-designed as an arterial road with reduced posted speed limits, to allow for multiple at-grade crossing locations, with traffic signals connecting to urban arterial and collector roads. Further study and consideration of this by Saskatchewan Ministry of Highways and Infrastructure and the civic Administration is required.

## **7.7 North Commuter Parkway Bridge**

As shown on Figure 5, the North Commuter Parkway is proposed to be connected to Marquis Drive crossing the River with a multi-modal bridge. This

bridge crossing will be Saskatoon's fifth river crossing, connecting the City's northeast residential growth area to the north employment area.

## 7.8 Truck Routes

Currently, there are two types of truck routes in Saskatoon: long-haul truck routes, and pick-up and delivery truck routes. The long-haul truck route, servicing the North Sector, would be Highway 16, Idylwyld Drive (Highway 12), and Highway 11 North. The current pick-up and delivery truck routes in the area are Marquis Drive and Wanuskewin Road. As new roadways are developed, all roads must be designed for the movement of goods and services in the North Sector; however, trucks accessing or leaving the area must remain on the collector and arterial roads until they get close to their destination. As shown on Figure 5, a pick-up and delivery truck route loop for the North Sector is proposed.

### 7.8.1 Dangerous Goods

The City's Transportation of Dangerous Goods Bylaw No. 8153 prescribes routes for the transportation of dangerous goods in Saskatoon. All trucks transporting dangerous goods must use Idylwyld Drive to access and egress the North Sector.

The Transportation of Dangerous Goods Bylaw No. 8153 states:

“No carrier shall enter, leave or travel within the City other than on a dangerous goods route, except that a carrier, for the purpose of collecting dangerous goods from or delivering dangerous goods to a location off a dangerous goods route or going to or from a permitted storage location, may travel, subject to the truck route provisions of The Traffic Bylaw No. 7200, on a combination of streets forming the most accessible connection between the delivery point, collection point or permitted storage location, and a dangerous goods route”.

### 7.8.2 High Clearance and Oversized Load Corridors

A high clearance and oversized load corridor should be further studied prior to designing and approving utility installations for all arterial roadways in the North Sector. This corridor along arterial roads will restrict overhead and width encumbrances that may occur when moving large freight.

## 7.9 Rail Line

The CN rail line travels through the North Sector, as shown on Figure 5. This rail line is the Warman branch line that connects the CN main line south of Saskatoon with the CN main line that passes through the City of Warman. This branch line is typically not a heavily used corridor other than for the collection of goods in Saskatoon and distributing them to the main line switching yards.

Currently, the lands east of the CN branch line are heavy industrial uses (chemical plants and metal fabrication) with a spur line accessing the ERCO Worldwide and Akzo Nobel Chemicals Inc. properties. The lands east of the CN branch line have been shown on Figure 4 as heavy industrial and could be designed to allow for additional spur lines, if required.

As growth commences north of 71<sup>st</sup> Street, potentially five rail crossings could be needed. Two of these rail crossings extend Arthur Rose Avenue and Brodsky Avenue north across the spur line (as per the Marquis Industrial Sector Plan). The existing CN branch line along 71<sup>st</sup> Street shall be reviewed as part of the roadway upgrade of 71<sup>st</sup> Street to a collector road. Lastly, a rail crossing would be needed for the new road connecting Millar Avenue to Wanuskewin Road crossing the CN branch line.

### 7.9.1 Rail Line Setbacks

There is no rail line setback for the development of industrial parcels adjacent to the CN rail line. However, the adjacent property owner should install and maintain a chain-link fence (minimum 1.83 metres high) along the mutual property line to deter trespassing and encroachment on the CN right-of-way. How land uses interface with the rail line will require a CPTED review during the Industrial Area Concept Plan stage, and should use best practice examples from the FCM – RAC Guidelines for New Development in Proximity to Railway Operations, 2013.

## 8 Reserve Dedications

### 8.1 Environmental Reserve

As noted in Section 5.3 in this report, developers are encouraged to integrate and enhance natural features by incorporating them into the development. For example, leaving wetlands in their natural state is environmentally responsible and aesthetically pleasing to users. Wetlands can provide education and exploration opportunities, while sustaining wildlife habitats and reducing carbon dioxide in the atmosphere. Furthermore, these areas can be used in conjunction with storm water retention and conveyance, reducing the need for costly engineered storm water management solutions.

Lands within the North Sector will be surveyed by a qualified consultant for historical and/or ecological significance during the Industrial Area Concept Plan process. Lands identified as either shall be provided to the City as Environmental Reserve, without compensation. When land is dedicated as Environmental Reserve, it is subtracted from the gross developable area in the Industrial Area Concept Plan. Municipal Reserve is then calculated based on the remaining lands. Upon transfer of these lands to the City, City Council shall classify these lands, appropriately, as open space areas and protect them under Section 9.2 (Conservation of Natural Areas and Archaeological Sites) of the Official Community Plan. These open space areas will conserve the biodiversity of both plant and animal life for the enjoyment of present and future generations.

Therefore, when calculating the Municipal Reserve dedication for the North Sector in Table 3, the conceptual boundary for the Wetland Complex and riverbank area was considered exempt to reduce the amount of Municipal Reserve open space to be allocated at full build-out of the North Sector. Future environmental studies shall be required prior to approval of Industrial Area Concept Plan applications for lands adjacent to the Wetland Complex to determine a Wetland Complex boundary and a gross non-developable area including a final development setback buffer, if required.

#### 8.1.1 Riverbank Area

During the design of the Industrial Area Concept Plan for the parcels of land adjacent to the river, the developer shall make provisions to provide a riverbank area as per the requirements in Section 9.1 (Riverbank Stewardship) of the Official Community Plan. At the appropriate time, Meewasin should engage with these private landowners, between ERCO Worldwide and the Silverwood Golf Course, about obtaining a conservation easement for the protection of the remaining undisturbed areas and riverbank area similar to the conservation easement explained in Section 4.6.2 of this report.

## 8.2 Municipal Reserve Analysis

When land is subdivided, *The Planning and Development Act, 2007*, requires part of it to be set aside for public recreation or similar purposes, or for money to be paid in lieu of land. The Municipal Reserve dedication requirement is 5% of gross land area for non-residential land. The City may take money in lieu of land in areas where the dedication of land is not desirable.

Two place holders for potential recreation areas have been shown on Figure 4. Table 3 has broken down the estimated dedication requirement, assuming all industrial parcels will be subdivided, and based on the assumed Environmental Reserve dedication in the North Sector. The two place holder locations were strategically chosen based on development sequence (see Figure 8) and the inclusion of existing vegetation in the area. Appropriate Municipal Reserve parcels are rectangular in shape, flat, and have good soil quality. The final Municipal Reserve parcel locations, size, and the number of parcels required totalling the amount of required dedication, is subject to evaluation by civic Administration, based on programming needs at the time the Industrial Area Concept Plan is being designed.

Table 3 provides a breakdown of the total amount of Reserve dedication required in the North Sector.

**Table 3: Natural Areas and Open Space Dedication Analysis**

	Hectares	Acres	Reserve Dedications		
			%	Hectares	Acres
<b>Proposed</b>					
Industrial - Heavy	302.84	748.33			
Industrial - Light	839.01	2073.24			
Arterial Commercial Nodes	16.00	39.54			
Urban Holding Lands	96.85	239.32			
To Be Determined Lands	225.50	557.22			
Urban Holding Road Infrastructure	50.57	124.96			
Perimeter Highway	68.15	168.40			
<b>Total Proposed</b>	<b>1598.92</b>	<b>3,951.02</b>	<b>5% MR<sup>2</sup></b>	<b>79.95</b>	<b>197.55</b>
Natural Area (Wetland Complex)	141.66	350.05	ER <sup>1</sup>	141.66	350.05
Riverbank Area	9.77	24.14	ER <sup>1</sup>	9.77	24.14

1 - Environmental Reserve (ER) area may be adjusted based on site-specific Natural Area Screening for each Industrial Area Concept Plan application that is received.

2 - Total Reserve Dedications were determined based on the assumption that all industrial lands will be subdivided. Municipal Reserve (MR) potential recreation area place holders are shown on Figure 4.

## 9 Servicing

The current servicing for the North Sector will remain until future development commences. As part of the Industrial Area Concept Plan process, the developer is encouraged to provide innovative approaches to facilitate a reduction in overall infrastructure investment where possible. At the time new City services are provided to the area, all existing parcels will be connected to the new servicing system and a servicing agreement between the developer (or landowner) and the City will be required. City-funded interim servicing models shall not be supported; however, the City may consider developer- (or landowner-) funded interim servicing to accommodate development(s) on lands in later phases if they otherwise comply with the surrounding Industrial Area Concept Plan and North Sector Plan vision.

As shown on Figure 7, an east/west municipal utility corridor has been identified through the centre of quarter sections 27, 28, 29, and 30. All utilities should consider using this corridor for major services needing to connect the lands west of Highway 12 with the lands east of Highway 12.

### 9.1 Water Mains

The North Sector will be serviced by a primary water main extending from 71<sup>st</sup> Street along the CN rail line, and from Marquis Drive along Faithfull Avenue (see Figure 7). For industrial growth west of Highway 12, a new water reservoir and a new fill main from the water treatment plant along Idylwyld Drive will be required. This future water reservoir will provide additional water main capacity to the North Sector.

### 9.2 Sanitary Sewer

The North Sector will be serviced by two separate gravity trunks; one extending along Arthur Rose Avenue, and the other crossing at 71<sup>st</sup> Street near Faithfull Avenue (see Figure 7). To complete the sanitary trunk system for the Marquis Industrial Area, the sanitary trunk will cross 71<sup>st</sup> Street into quarter section SE 27-37-5-W3 M. At the north end of this quarter section, the sanitary trunk will turn west to service the developable lands west of the CN rail line and lands west of Highway 12. The sanitary trunk crossing at 71<sup>st</sup> Street, near Faithfull Avenue, will service the existing industrial uses along Highway 16 and new development adjacent to 71<sup>st</sup> Street.

The sanitary capacity for the North Sector was calculated based on 15% wet industrial, 15% commercial and 70% dry industrial.

### 9.3 Storm Sewer

The North Sector will have a number of connected wet and dry storm water ponds, connected with a conventional underground storm sewer design, in combination with overland drainage, utilizing the pre-treatment storm water sediment forebay adjacent to the Wetland Complex Preserve area (see Figure 7).

The storm water management system will be designed to minimize impacts on natural areas in the North Sector and will trap pollutants and sediments, while maintaining the storm water flow, protecting the value of the Wetland Complex drainage channel, Opimihaw Creek, and the River.

### 9.3.1 Natural and Engineered Water Bodies

Best practices in storm water management include incorporating the use of natural wetlands, and storm water ponds, to manage storm water runoff. This practice has begun in developing residential areas in Saskatoon and should become more common throughout all developments in the City. In preparation for Industrial Area Concept Plans adjacent to the Wetland Complex, the developer (or landowner) will be encouraged to have a qualified environmental specialist work with a storm water engineer to develop a storm water model, identifying the natural boundary of the Wetland Complex, the significance of the wetlands in the drainage channel, and the best location for the pre-treatment storm water sediment forebay.

As explained in Section 5.7 of this report, all open water facilities within the draft 4,000 metre buffer, that have the potential to cause aircraft and bird hazard conflicts may be required to seek approval by Transport Canada, Saskatoon Airport Authority, NavCanada, and such other agencies as may be appropriate, prior to a development permit being issued for the area. As part of any modifications to the Wetland Complex, the design should consider restricting large flocks of birds using the natural water bodies.

### 9.4 Permanent Civic Service Facility

Development of the North Sector will require the relocation of the City's snow management area on Wanuskewin Road, and civic Administration has found a suitable new location. A permanent location for a civic services facility, which includes a snow management facility and Public Works satellite yard, will be located on lands the City owns west of Highway 12. A conceptual place holder has been shown on Figure 7.

A location for a snow management facility and Public Works satellite yard typically requires:

- a) 36.4 hectares (90 acres);
- b) suitable road access, but not directly adjacent to a highway;
- c) access to the existing storm water management system;
- d) adequate separation from significant wetlands; and
- e) adequate separation from residential development, and is best situated in an area designated strictly for industrial purposes.

### 9.5 Shallow-Buried Utilities

As part of the Industrial Area Concept Plan process, the developer must arrange for the respective service providers to install shallow-buried services such as electricity, natural gas, street and park lighting, telephone, and cable to the area.

At the time of subdividing the area, past industrial subdivisions have consolidated and reshaped lots causing utility easements to be relocated; therefore, utility companies may request front-street servicing within the boulevard, or may request a separate easement.

### 9.6 Antenna Towers

As mentioned in Section 4.9 of this report, there are two existing antenna towers outside the North Sector study area. If additional antenna towers are required, preferred locations for these types of facilities would be behind commercial or industrial developments. Antenna tower applications will be subject to the Antenna Systems Policy No. C09-037.

### 9.7 Emergency Response

Industrial developments offer unique safety-related issues, including: the movement of hazardous and volatile materials, chemical spills, fire, crime prevention, and security. Safety shall be promoted through site design measures, emergency response resources (i.e. Notify Now), and traffic regulations. The City's emergency response strategy shall be expanded into the entire North Sector area.

The closest fire halls to the North Sector are Fire Halls No. 4 and No. 7. Fire Hall No. 4 is located at 2106 Faithfull Avenue. The travel time service area for Fire Hall No. 4 begins to be exceeded at the Idylwyld Drive North and Highway 16 interchange. Fire Hall No. 7 is located west of the Silverwood Golf Course at 3550 Wanuskewin Road. The travel time service area for Fire Hall No. 7 begins to be exceeded at the 71<sup>st</sup> Street and Millar Avenue intersection. Lands within the North Sector will be outside existing response capabilities to achieve a four-minute travel time to emergencies. A proposed fire hall place holder, west of Idylwyld Drive, is shown on Figure 4. Further study will be needed to determine the actual location and travel time service area for this proposed fire hall.

## 10 Phasing

### 10.1 Development Sequence

The development sequence for the North Sector is shown on Figure 8 – Phasing Plan and will develop in a south to north direction. Based on the development sequence, development areas have been shown to cluster adjacent parcels, providing the opportunity for one Industrial Area Concept Plan Study per ownership group. As shown on Figure 8, the development area boundaries are conceptual and should be used as a guide. The development area boundary lines can be expanded or reduced based on the landowners'/developers' desire to develop their lands, and the need for infrastructure to be extended. The development sequence shown on Figure 8 is proposed to be consistent with the servicing scheme described in Section 15, but is meant to be interpreted flexibly, rather than rigidly, and may not require the exact development sequence based on Industrial Area Concept Plan applications.

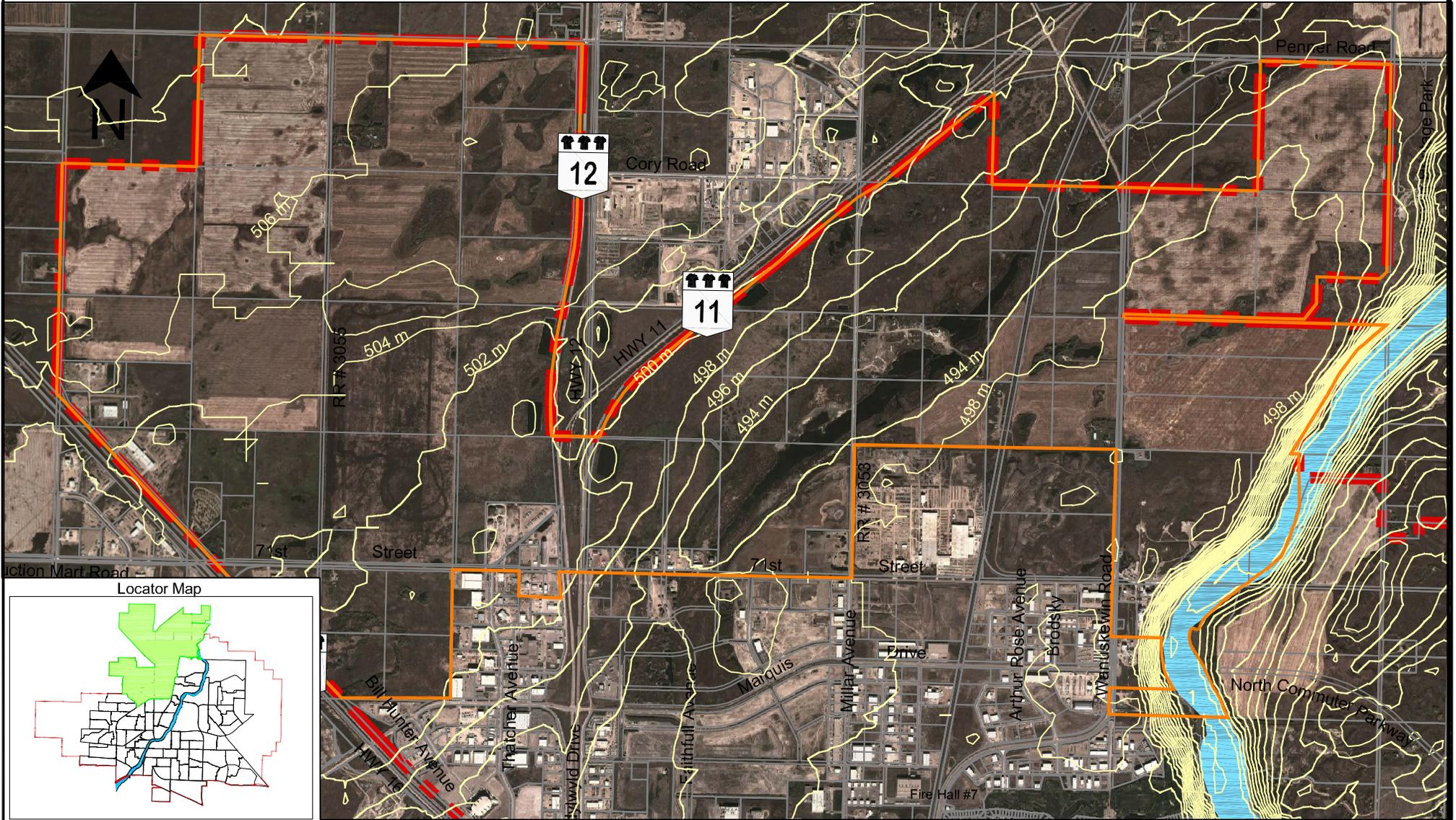
## 11 Funding

The role of the North Sector Plan is to provide a framework within which development of the North Sector can take place, and the vision to shape the development reflects the values of the City. Data on detailed costing and funding are not available at the Sector Plan stage due to the very large scale of such plans, their long-term and conceptual nature, and numerous uncertainties regarding timing of development and specific elements required for development to occur. Sector Plans do enable civic Administration to begin more detailed infrastructure analysis, and to address this infrastructure in operating budgets, capital budgets, and capital plans. It is important to acknowledge that the costs for development of new growth sectors are funded in a fiscally sustainable manner, ensuring that growth is paid for by those who benefit from it.

# Figure 1 - Study Area

## North Sector Plan

**DRAFT**



Scale: N.T.S.

### Legend

- ■ ■ ■ Proposed City Limits
- North Sector study area
- Northern Industrial Area
- Contours

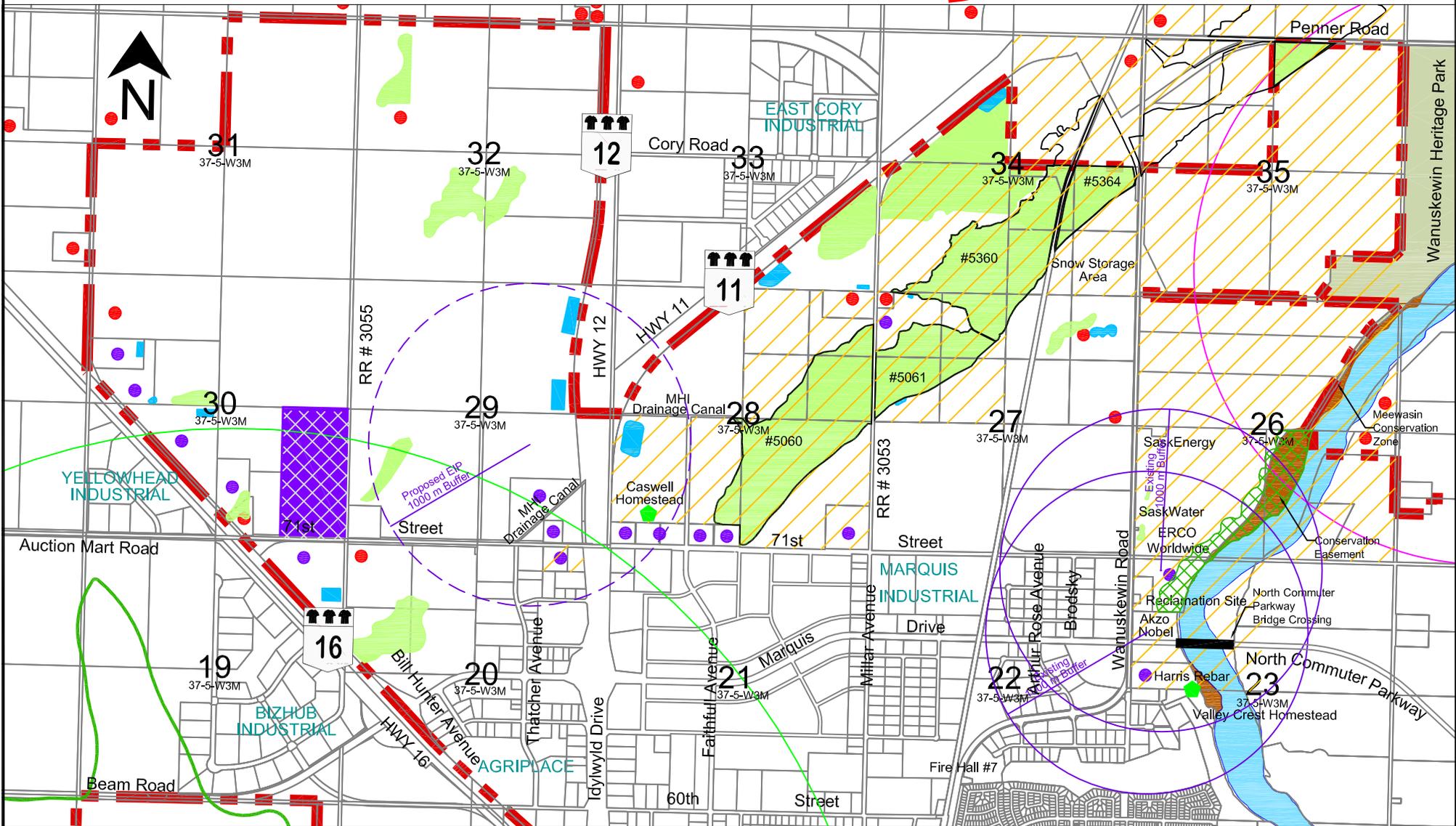


NOTE: The information contained on this map is for reference only and not to be used for legal purposes.

# Figure 2 - Existing Features

## North Sector Plan

**DRAFT**



### Legend

- |   |  |  |   |
|---|--|--|---|
|  Proposed City Limits             |  MVA Conservation Zone    |  1000m Chemical Buffers           |  Existing Lagoons  |
|  Red Pheasant Cree Nation Reserve |  Heritage Sensitive Areas |  Wanuskewin Visual Buffer         |  Homesteads        |
|  Natural Areas & Wetlands         |  |  Airport 30 NEF Contour           |  Residence         |
|  Riverbank and River              |  |  Draft Airport AZR 4,000 m Buffer |  Existing Industry |

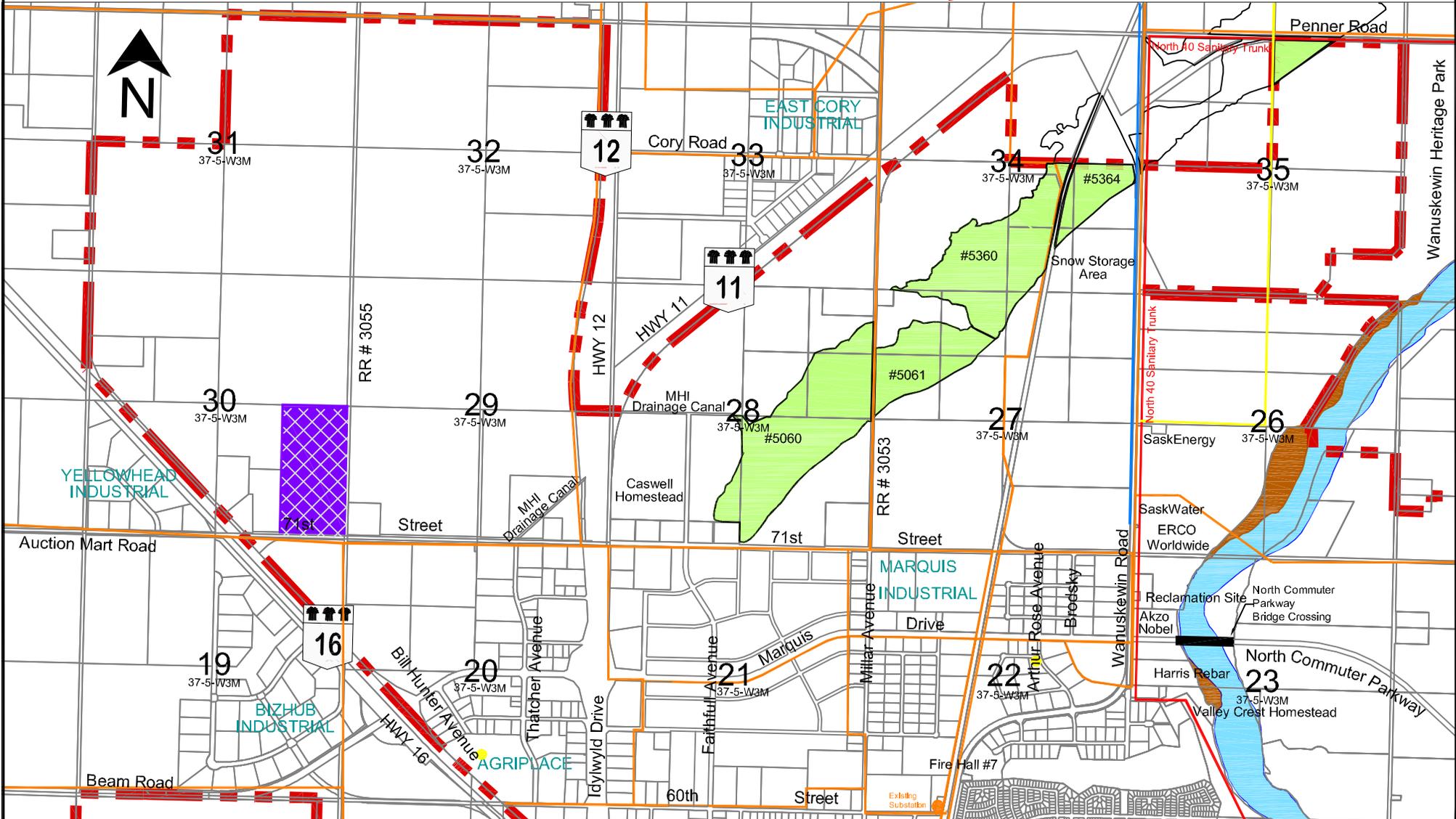
Scale: N.T.S.



NOTE: The information contained on this map is for reference only and not to be used for legal purposes.

Figure 3 - Existing Utilities  
North Sector Plan

**DRAFT**



**Legend**

- Proposed City Limits
- SaskPower Overhead Lines
- SaskEnergy Underground Lines
- SaskWater Line
- North 40 Sanitary Trunk
- Antenna Towers
- Red Pheasant Cree Nation Reserve
- Natural Areas & Wetlands
- Riverbank and River

Scale: N.T.S.

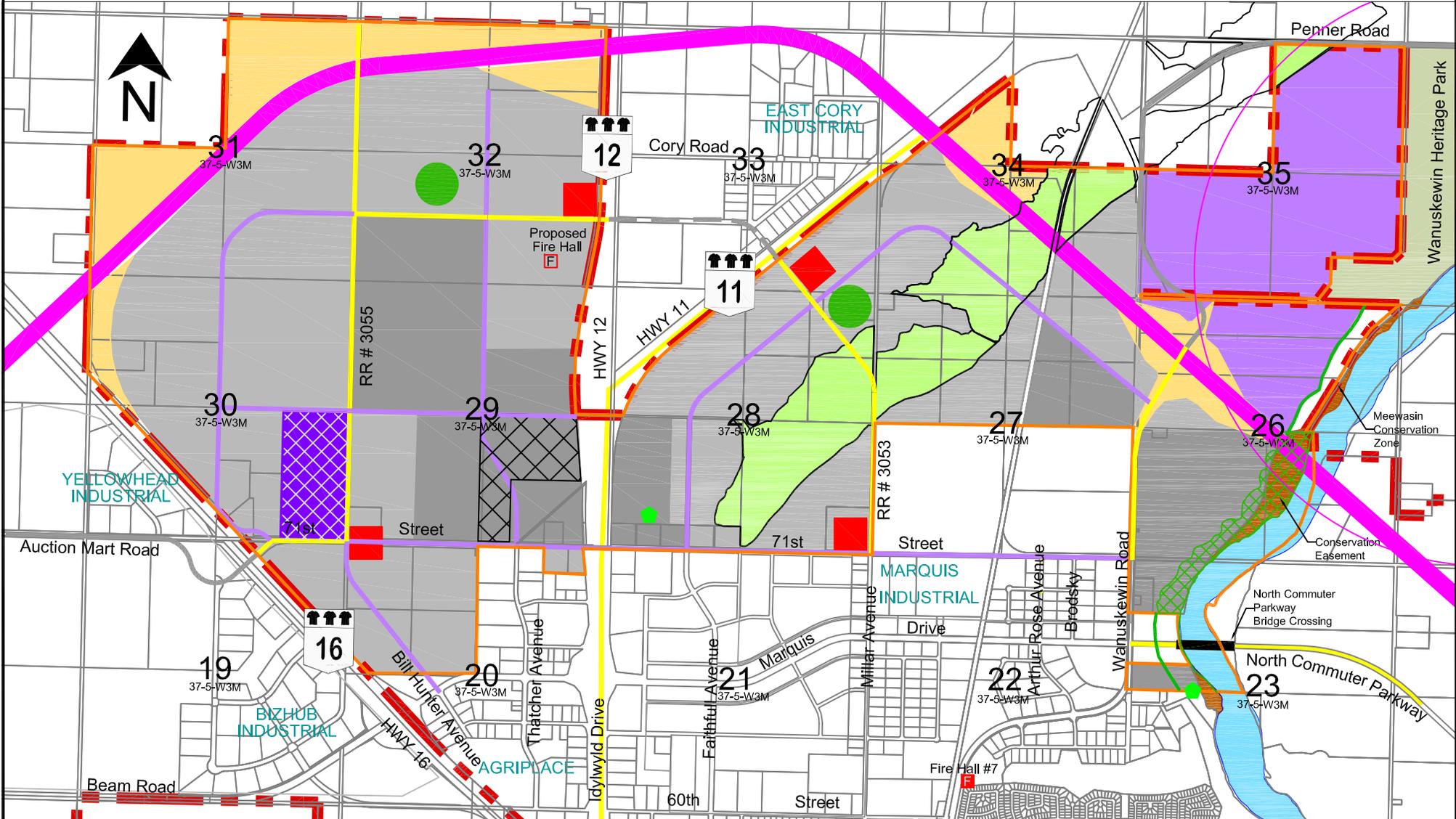


NOTE: The information contained on this map is for reference only and not to be used for legal purposes.

# Figure 4 - Land Use Plan

## North Sector Plan

**DRAFT**



### Legend

- ■ ■ ■ Proposed City Limits
- North Sector
- Perimeter Highway
- Proposed Arterial Roads
- Proposed Collector Roads
- Industrial - Light
- Industrial - Heavy
- Industrial - Heavy (EIP)
- Arterial Commercial Nodes
- Urban Holding Lands

Scale: N.T.S.

- Potential Recreation Area (MR)
- ▲ Homesteads
- Land Use To Be Determined
- Red Pheasant Cree Nation Reserve

- Wanuskewin Visual Buffer
- Conservation Easement
- MVA Conservation Zone
- Riverbank and River
- Riverbank Area
- Wetland Complex

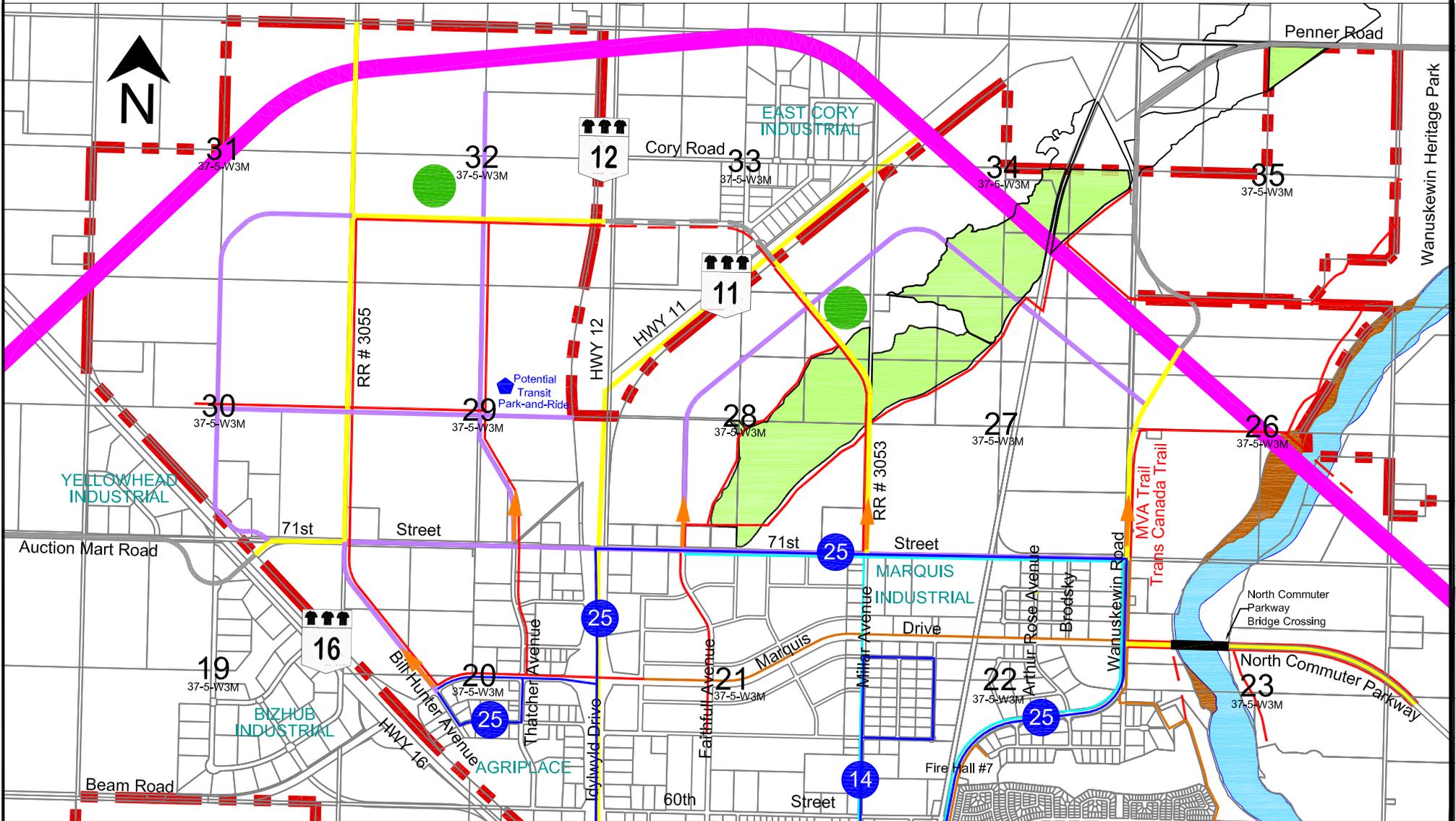


NOTE: The information contained on this map is for reference only and not to be used for legal purposes.

# Figure 5 - Walking, Cycling, and Transit Plan

## North Sector Plan

**DRAFT**



### Legend

- Proposed City Limits
- Existing Transit Routes
- Possible Transit Route Linkage
- Potential Transit Park-and-Ride
- Existing Multi-use Trails
- Proposed Multi-use Trails
- Proposed Arterial Roads
- Proposed Collector Roads

Scale: N.T.S.

- Potential Recreation Area (MR)
- Wetland Complex
- Riverbank and River
- On Road Cycling
- Perimeter Highway

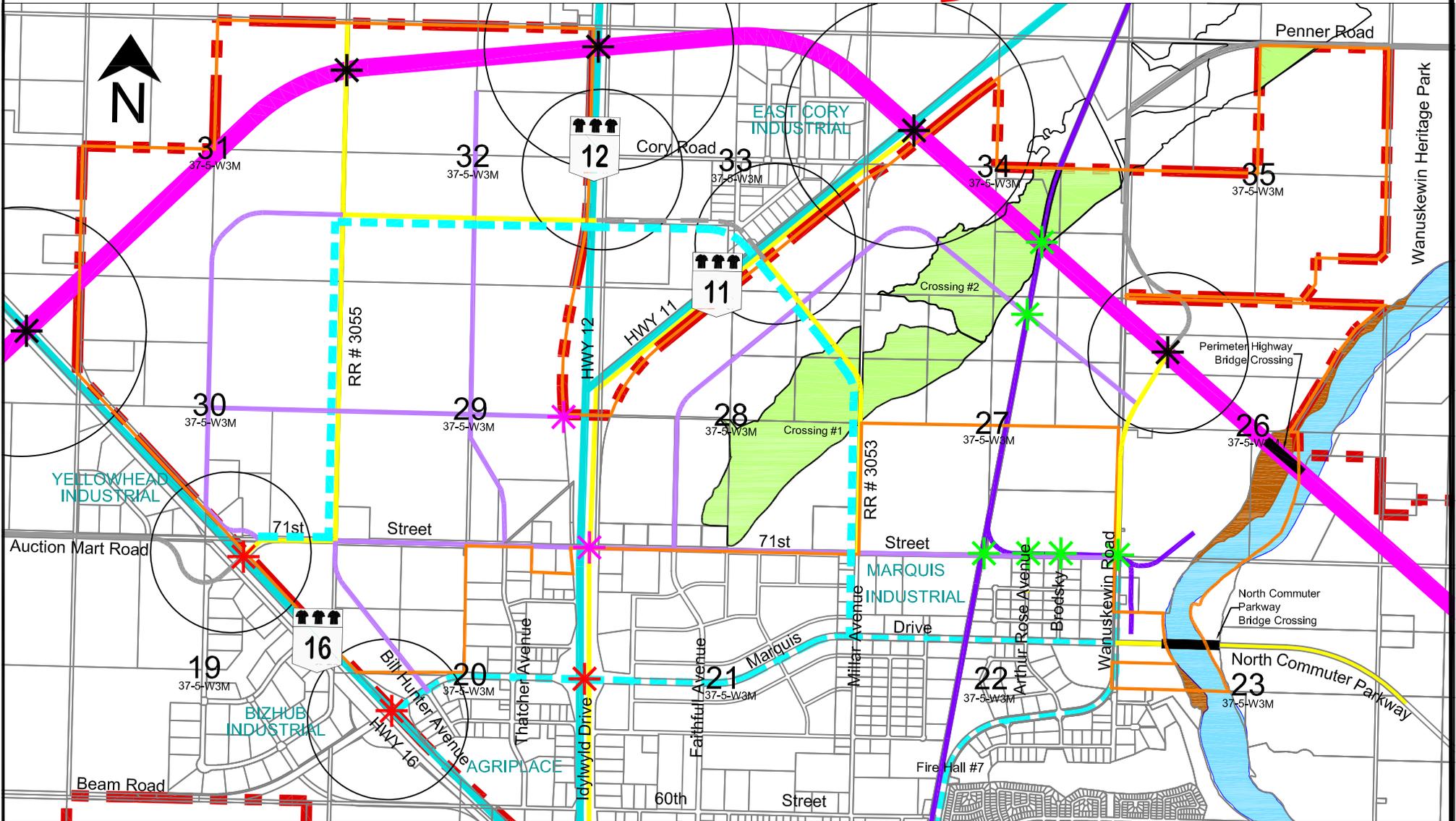


Planning & Development Division

NOTE: The information contained on this map is for reference only and not to be used for legal purposes.

Figure 6 - Roadways Plan  
North Sector Plan

**DRAFT**



**Legend**

- |                      |  |  |
|----------------------|--|--|
| Proposed City Limits | Proposed Arterial Roads                    | Grade Separated                              |
| North Sector         | Proposed Collector Roads                   | At Grade Rail Crossing                       |
| CN Rail Line         | Proposed Rural Road Connections            | Grade Separated Highway                      |
| Perimeter Highway    | Dangerous Goods and Long Haul Truck Routes | NW Access Management Highway Control Circles |
|                      | Pick Up and Delivery Truck Routes          | At Grade Right-in/Right-out                  |
|                      |  | Wetland Complex                              |

Scale: N.T.S.



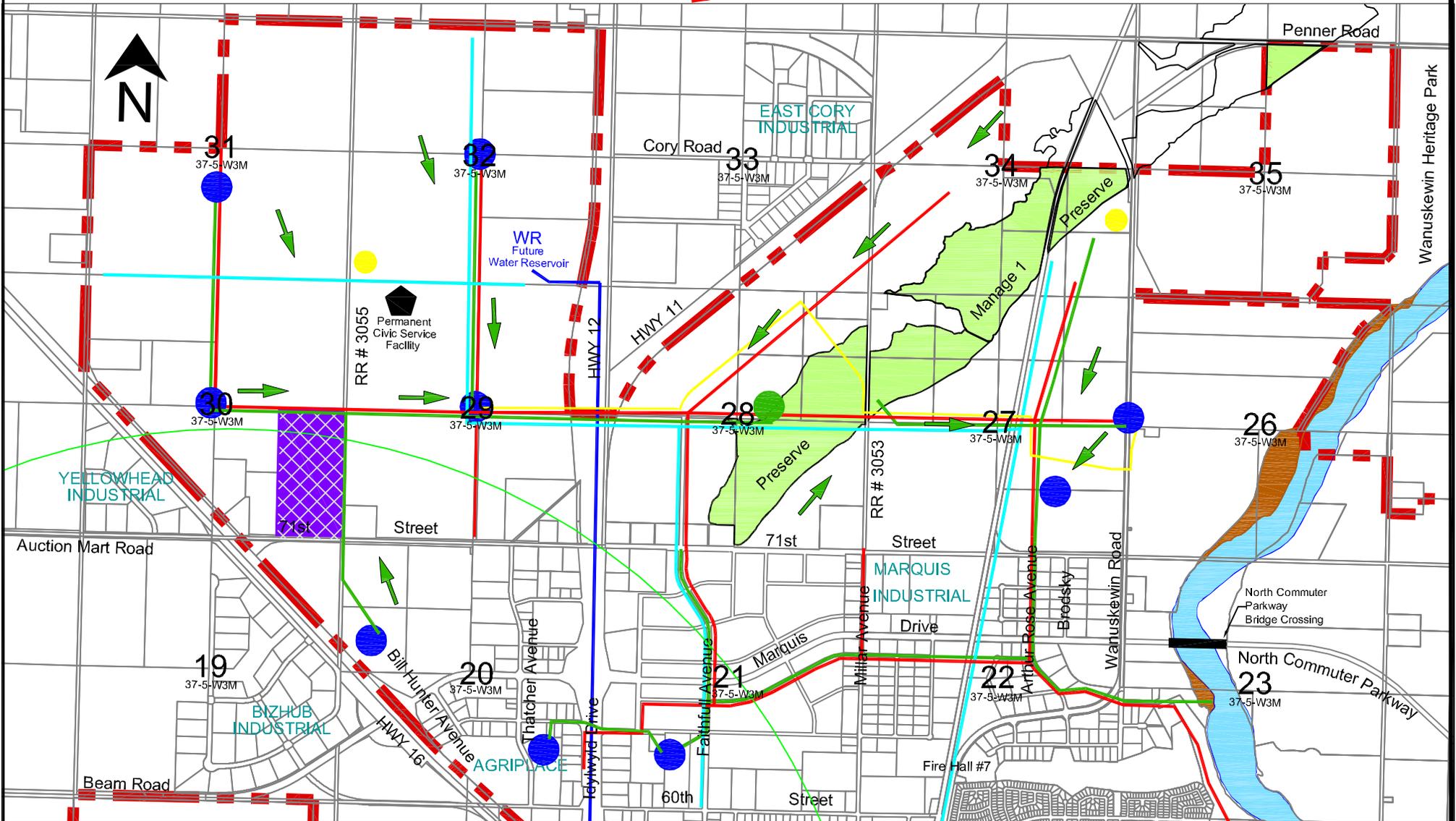
NOTE: The information contained on this map is for reference only and not to be used for legal purposes.

# Figure 7 - Servicing Plan

## North Sector Plan

# DRAFT

Disclaimer: All servicing alignments are conceptual.  
Final servicing alignments will be determined during detailed design for each development.



### Legend

- ■ ■ ■ Proposed City Limits
- Wetland Complex
- Riverbank and River
- Red Pheasant Cree Nation Reserve

- Sanitary Gravity Trunk
- Storm Trunk
- Watermain
- Water Fill Main
- Proposed Gas Line

- ➔ Stormwater Direction of Flow
- Stormwater Pond (Dry or Wet)
- Stormwater Pre-treatment Forebay

- Proposed Antenna Towers
- Proposed Airport AZR 4,000 m Buffer
- Permanent Civic Service Facility
- WR Future Water Reservoir



NOTE: The information contained on this map is for reference only and not to be used for legal purposes.

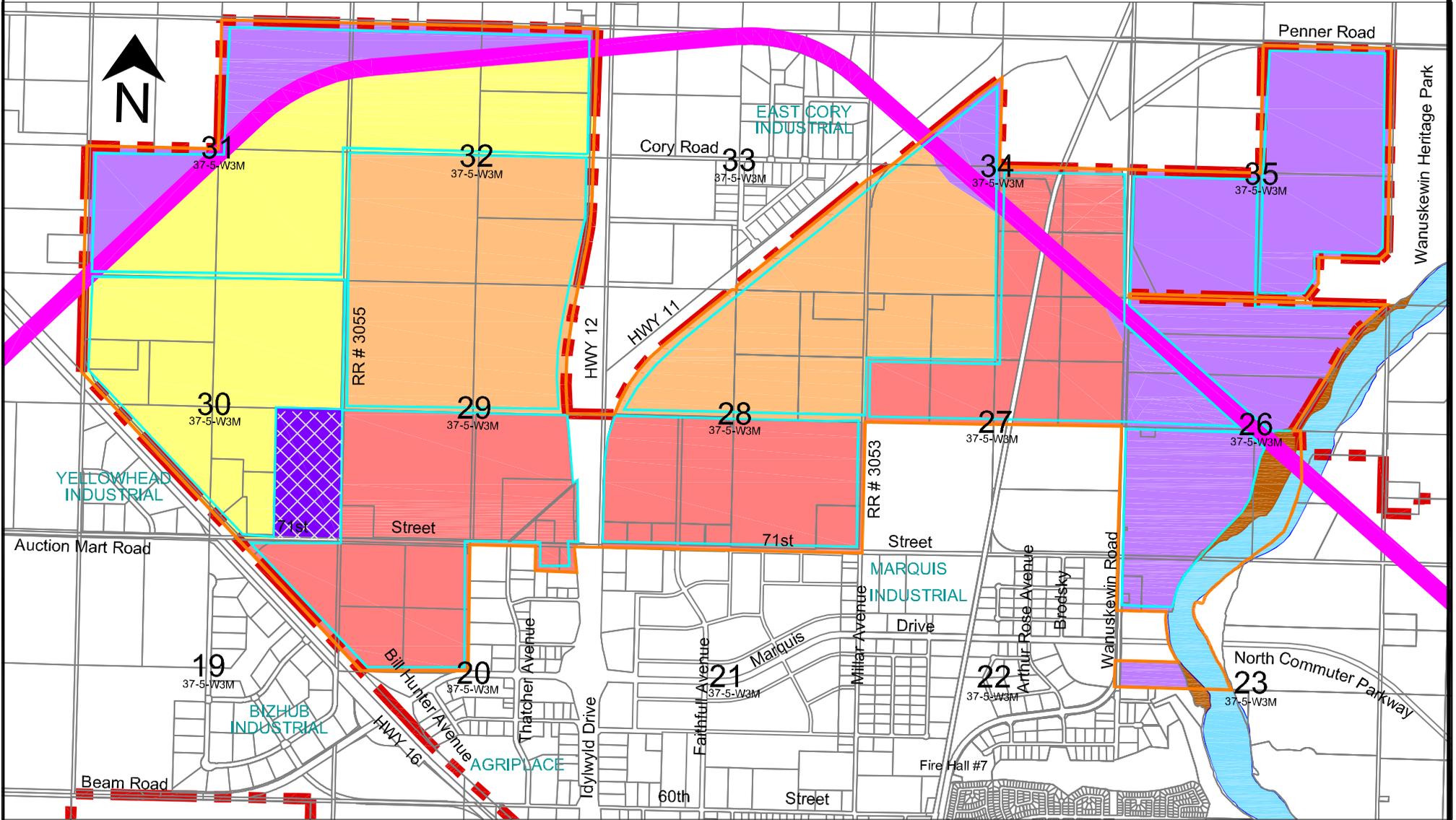
Scale: N.T.S.

# Figure 8 - Phasing Plan

## North Sector Plan

**DRAFT**

Disclaimer: Phasing sequence and development areas may change.



### Legend

- |  |                      |  |                     |  |         |  |  |
|--|----------------------|--|---------------------|--|---------|--|--|
|  | Proposed City Limits |  | North Sector        |  | Phase 1 |  | Phase TBD                                      |
|  | Perimeter Highway    |  | Riverbank and River |  | Phase 2 |  | Red Pheasant Cree Nation Reserve               |
|  |                      |  |                     |  | Phase 3 |  | Industrial Area Concept Plan Development Areas |

Scale: N.T.S.



NOTE: The information contained on this map is for reference only and not to be used for legal purposes.



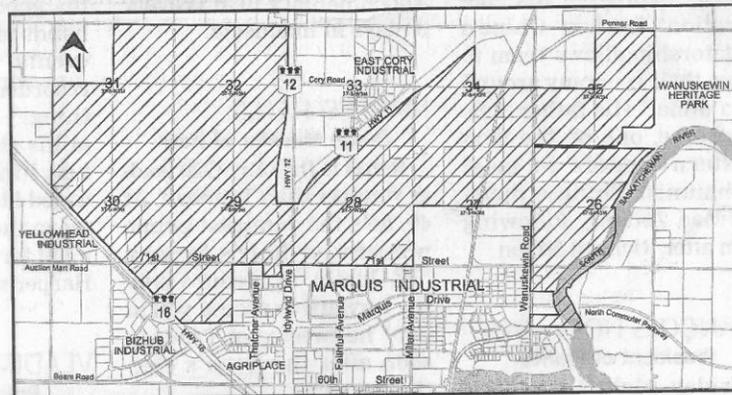
**THE STARPHOENIX, SATURDAY, NOVEMBER 14, 2015 and**  
**SUNDAY PHOENIX, NOVEMBER 15, 2015**

**PUBLIC NOTICE**  
**NORTH SECTOR PLAN**

Saskatoon City Council will consider the adoption of the North Sector Plan. The proposed North Sector Plan outlines a vision for future urban development in Saskatoon's north. The proposed North Sector Plan is a long-range plan intended to facilitate economic development opportunities by expanding the City's north employment area. It will provide a framework, within which more detailed planning, subdivision and development can occur.

The North Sector Plan report is proposing additional lands for future employment, mainly accommodating new fully-serviced industrial parcels of land.

The proposed North Sector Plan report is available for viewing at [saskatoon.ca](http://saskatoon.ca) (search Long Range Plans).



**INFORMATION** - Questions regarding the proposed North Sector Plan may be directed to the following without charge:  
Community Services Department, Planning and Development  
Phone: 306-975-7946  
Email: [terry.fusco@saskatoon.ca](mailto:terry.fusco@saskatoon.ca) (Terry Fusco, Senior Planner)

**PUBLIC HEARING** - City Council will hear all submissions on the proposed North Sector Plan. All persons who are present at the City Council Meeting and wish to speak, will be heard on **Monday, November 23, 2015, beginning at 6:00 p.m.** in City Council Chambers, City Hall, Saskatoon, Saskatchewan.

Written submissions for City Council's consideration must be forwarded to:  
His Worship the Mayor and Members of City Council  
c/o City Clerk's Office, City Hall  
222 3rd Avenue North, Saskatoon SK S7K 0J5  
All submissions received by the City Clerk by **10:00 a.m. on Monday, November 23, 2015** will be forwarded to City Council.

**RECEIVED**

NOV 20 2015

CITY CLERK'S OFFICE  
SASKATOON

4110-24

**From:** Nathan Petherick <npetherick@bapg.ca>  
**Sent:** November 20, 2015 10:28 AM  
**To:** Web E-mail - City Clerks  
**Cc:** Nancy Sanborn  
**Subject:** Proposed North Sector Plan - November 23, 2015 Council Meeting - Letter of Support and Request to Speak  
**Attachments:** 1869\_NorthSector\_Correspondence\_BA\_Planning\_20151120\_Final.pdf  
**Importance:** High

Further to the above matter and the recent City public notice, please see attached correspondence for Council consideration relative to the proposed City of Saskatoon North Sector Plan. It is our understanding this item is on the Council agenda for November 23, 2015 with a public hearing commencing at 6 pm. We would like to request that the attached letter is provided for Council consideration with respect to this item.

In addition to this matter, we would like to request an opportunity to speak in support of the proposed plan. Nancy Sanborn, Community Planner from B & A Planning Group will be in attendance at the Council meeting to speak to this matter. If you could please confirm receipt of this correspondence and our request to speak to this matter it would be greatly appreciated.

Regards, Nathan

**Nathan Petherick**

Principal | RPP, MCIP

**Brown & Associates Planning Group**

Place 9-6 | Suite 600 | 940 - 6th Avenue SW

Calgary, AB T2P 3T1

d: 403.692.4356

t: 403.269.4733

f: 403.262.4480

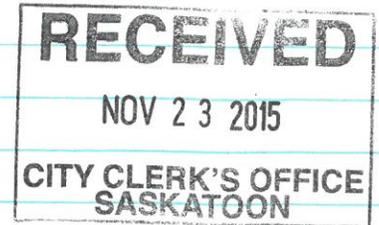
c: 587.216.7505

e: [npetherick@bapg.ca](mailto:npetherick@bapg.ca)

This communication and attached files are intended for the use of the addressee(s) ONLY and may contain confidential or legally privileged information. Any use, distribution or copying in whatever manner of this information is prohibited. If you have received this communication in error, please inform us promptly by reply email, then delete this communication and destroy any printed copy. Brown & Associates Planning Group thanks you for your attention and cooperation.

NOV 23 2015

ROY BORROWMAN  
BOX 502A RR4  
SASKATOON SK  
S7K-3J7  
PH 306-384-7426

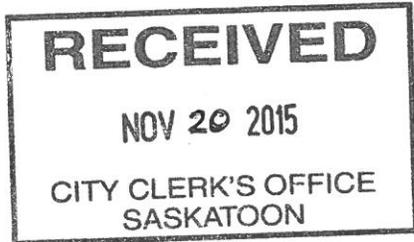


HIS WORSHIP THE MAYOR  
AND CITY COUNCIL

I WOULD LIKE TO ADDRESS  
COUNCIL TONIGHT ON THE  
NORTH SECTOR PLAN FINAL DRAFT  
AS I LIVE IN THIS AREA

THANK YOU

Roy Borrowman



Nathan Petherick, Partner npetherick@bapg.ca  
Suite 600, 940 6th Ave SW 403.692.4356  
Calgary, Alberta T2P 3T1 403.262.4480

November 20, 2015

Our Job No: 1869

His Worship the Mayor and Members of City Council  
c/o City Clerk's Office, City Hall  
222 3<sup>rd</sup> Avenue Norther  
Saskatoon, Saskatchewan  
S7K 0J5

**Attention: Mayor and Members of City Council**

**Re: Proposed North Sector Plan  
Support on Behalf of Tristar Lands Inc.**

**Legal Description:**

**LSD 11 & 12 - NW Sec 27 Twp 37 Rge 5 W3**

Further to the above matter, we have been working closely with representatives of Tristar Lands Inc. to review and provide comments on the North Sector Plan as it has advanced through the planning process over the last year.

Tristar Lands Inc. is a partnership group which owns approximately 80 acres of land situated adjacent to the Range Road 3053 and to the immediate north of the existing New Holland Agriculture facility. The location of the subject property, general site conditions and relationship to the North Sector plan is outlined Attachments 01 - 03.

Throughout the North Sector planning process, we have reviewed the various drafts and participated in ongoing discussions with administration regarding the various plan elements. We found administration very responsive and open to dialogue throughout this process. Based on the proposed plan before Council, we are particularly supportive of the following core elements in relation to the subject property:

- Proposed future land use of light industrial;
- Identification of the subject property within Phase 1;
- Proposed utility corridor alignment along southern boundary
- Propose wetland and storm water management policies;
- Classification of Range Road 3053 as a future arterial roadway;

Based on initial discussions with administration it is our understanding that the required leading infrastructure may be in place as early as 2017 – 2018 to support the development of the highest priority and logically serviced Phase 1 lands. Our client remains very supportive of this effort and to working collaboratively with the City on servicing matters required to support both the development of the subject property as well as the broader needs of the North Sector.

Subject to Council approval of the North Sector plan, we anticipate that our client will be considering the development and submission of an Industrial Area Concept Plan in 2016. We look forward to the opportunity to work with the City on this detailed planning initiative in the near future and would request that Council considers approval of the North Sector plan as presented.

Regards,



**Brown & Associates Planning Group**  
Nathan Petherick, RPP, MCIP Principal

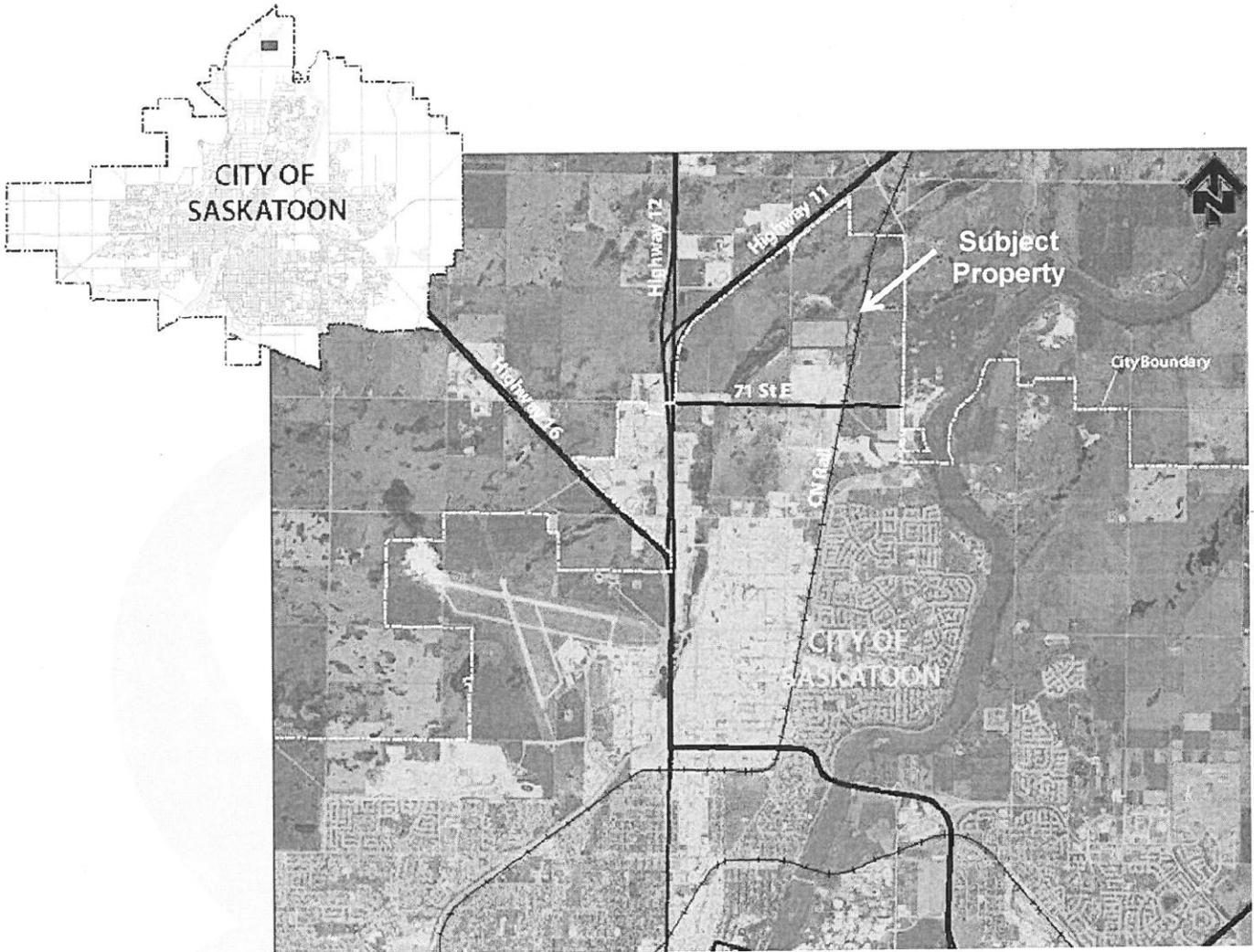
CC:

*Nancy Sanborn, B & A Planning Group*  
*Ron Barnes, Tristar Lands Inc.*

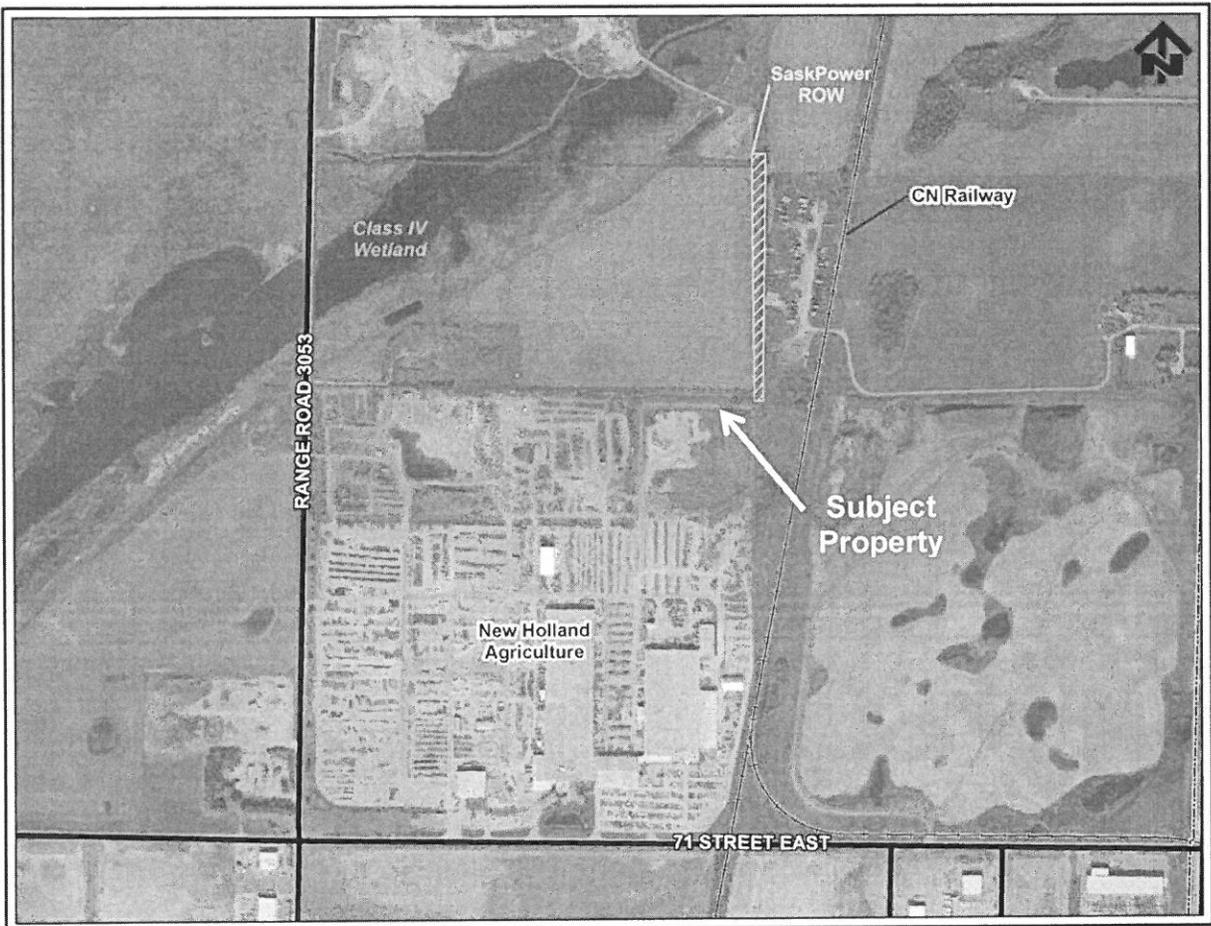
Encl:

*Attachment 01 - Municipal Context*  
*Attachment 02 - Local Context*  
*Attachment 03 - Subject Property and Proposed Land Use Plan*

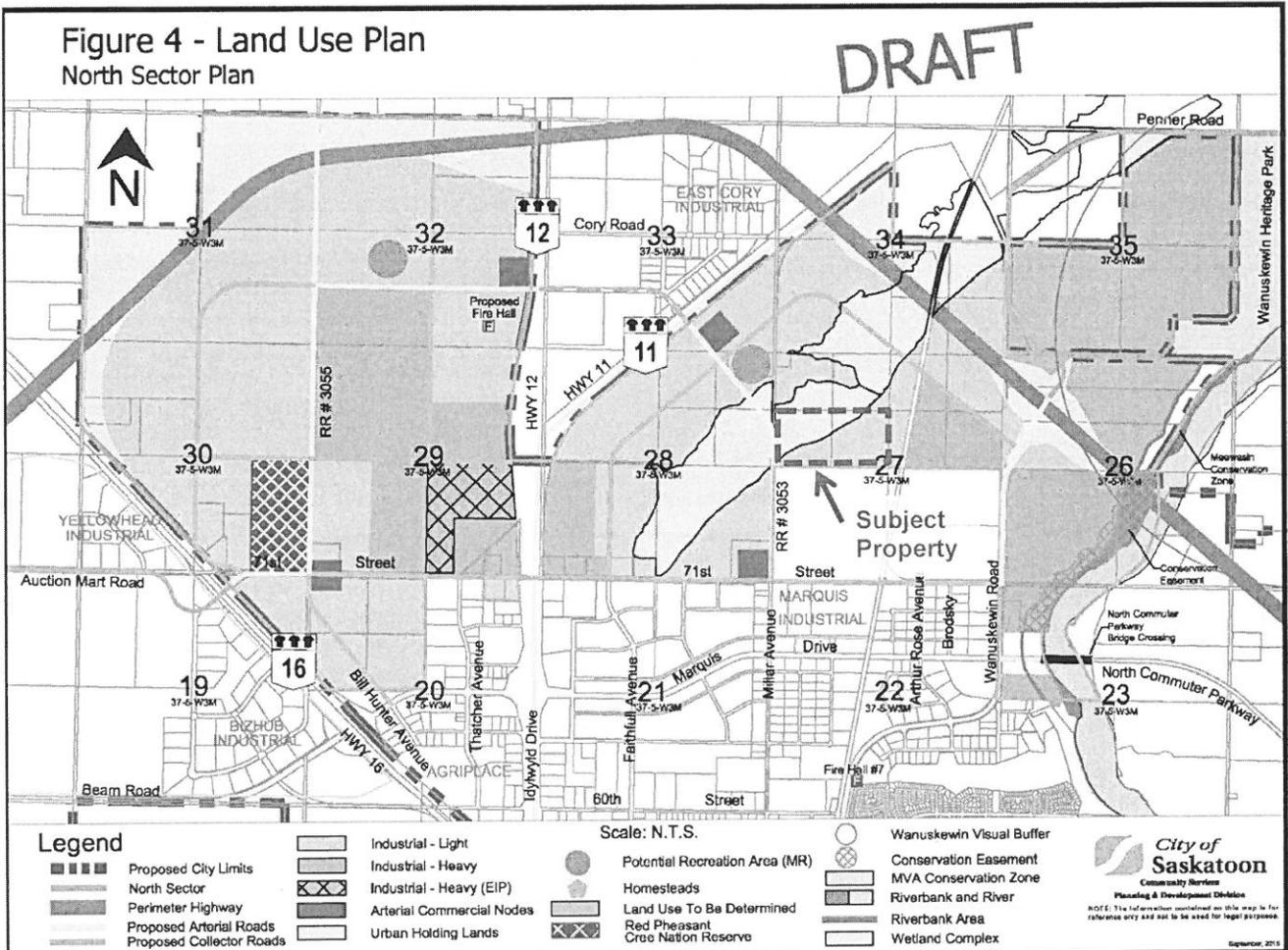
Attachment 01 – Municipal Context



Attachment 02 – Local Context



Attachment 03 – Subject Property and Proposed Land Use Plan



File No: 4134 - 3 - 1

S:\Baskets\PL\Cityplan\Future Growth\Sector Plans\North Sector\North Sector Report

## **BYLAW NO. 9327**

### **The Zoning Amendment Bylaw, 2015 (No. 31)**

The Council of The City of Saskatoon enacts:

#### **Short Title**

1. This Bylaw may be cited as *The Zoning Amendment Bylaw, 2015 (No. 31)*.

#### **Purpose**

2. The purpose of this Bylaw is to amend the regulations in the Zoning Bylaw to allow for restaurants and lounges with outdoor seating areas in the M4 Zoning District and to amend The Sign Regulations, Appendix A, which forms part of the Zoning Bylaw, by adding a provision to Secondary Freestanding Signs.

#### **Zoning Bylaw Amended**

3. Zoning Bylaw No. 8770 is amended in the manner set forth in this Bylaw.

#### **Section 9.4 Amended**

4. Subsection 9.4.4 is amended:
  - (a) by repealing Note 3(i) and substituting the following:

“(i) any such use, other than a restaurant and lounge, shall have access only from within the interior of the building;”
  - (b) by repealing Note 3(ii) and substituting the following:

“(ii) no such use shall be permitted to include drive-through access;”
  - (c) by adding the following after Note 3(ii):

“(iii) an outdoor seating area may be permitted for restaurants and lounges provided that the area does not exceed 93m<sup>2</sup>.”

- (d) by adding “and lounges” after “restaurants” in Note 4(c);
  - (e) by repealing Note 4(i) and substituting the following:
    - “(i) any such use, other than a restaurant and lounge, shall have access only from within the interior of the building;”
  - (f) by adding the following after Note 4(iii):
    - “(iv) no such use shall be permitted to include drive-through access;
    - (v) an outdoor seating area may be permitted for restaurants and lounges provided that the area does not exceed 93m<sup>2</sup>.”
  - (g) by renumbering Note 5 as Note 5(a);
  - (h) by adding the following after Note 5(a):
    - “(b) For properties fronting onto Spadina Crescent, the minimum front yard setback may be reduced to 3.0 metres provided that:
      - (i) the space is occupied by an outdoor seating area associated with a restaurant within the building;
      - (ii) the remaining 3.0 metres is landscaped.”
  - (i) by adding the following after Note 8:
    - “9 Restaurants and lounges shall be a permitted use in buildings used as an art gallery or museum provided that the following conditions are complied with:
      - (i) no such use shall be permitted to include drive-through access;
      - (ii) any outdoor seating area shall not exceed 93m<sup>2</sup>.”
5. The chart contained in subsection 9.4.2 is amended by adding the footnote “9” after “(11) Art galleries and museums”.



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# Amendments to Zoning Bylaw No. 8770 to Permit Restaurants with Outdoor Seating in the M4 Zoning District - City Centre Plan Implementation

## Recommendation

That a copy of this report be submitted to City Council recommending that at the time of the public hearing, City Council consider the Administration's recommendation that the proposed amendments to Zoning Bylaw No. 8770, as outlined in this report, be approved.

## Topic and Purpose

The purpose of this report is to amend Zoning Bylaw No. 8770 (Zoning Bylaw) to provide for restaurants with outdoor seating areas in the M4 Zoning District.

## Report Highlights

1. The proposed amendment was presented to City Council on August 21, 2014, as part of the City Centre Plan's Implementation items.
2. The Administration recommends amendments that will provide opportunities for additional restaurants and outdoor patios in the M4 Zoning District.
3. The Administration recommends changes to the Sign Regulations to ensure signage related to restaurants does not have a negative impact along Spadina Crescent.
4. The Administration recommends that lounges be treated the same as restaurants in the M4 Zoning District, and that nightclubs not associated with a hotel continue to be a prohibited use.

## Strategic Goal

This initiative supports the City of Saskatoon's (City) Strategic Goal of Sustainable Growth by helping to establish the City Centre as a cultural and entertainment district.

## Background

During its August 21, 2014 meeting, City Council received a report that presented the Implementation and Priority Strategy for the City Centre Plan. One of the Near-Term projects was to amend the M4 District in the Zoning Bylaw to provide for restaurants and outdoor seating areas along Spadina Crescent. The Administration is requesting advertising approval to bring forward this amendment.

## Report

The purpose of the M4 – Core Area Institutional Service District is to “facilitate a wide range of institutional, office, and community activities, as well as high-density residential uses within and near the Downtown Area.” The majority of lands Zoned M4 in the Zoning Bylaw are located along Spadina Crescent between 4<sup>th</sup> Avenue South and

## **Amendments to Zoning Bylaw No. 8770 to Permit Restaurants with Outdoor Seating in the M4 Zoning District – City Centre Plan Implementation**

---

25<sup>th</sup> Street East adjacent to the riverbank, as well as parts of 5<sup>th</sup> and 6<sup>th</sup> Avenue North (see Attachment 1). One small site also exists at the corner of Idylwyld Drive and 25<sup>th</sup> Street, which is occupied by a hotel.

### Restaurants and Outdoor Patios in the M4 Zoning District

Within the M4 Zoning District, restaurants are only permitted in hotels, motels, office buildings, and medical clinics, and access to the restaurant must be from within the interior of the building. Although patios associated with restaurants are permitted, the M4 Zoning District requires that properties fronting Spadina Crescent must maintain a 6 m setback, which limits the opportunity for patios in this area. The City Centre Plan recommended that the M4 Zoning District be amended to remove these restrictions on restaurants as a means to encourage outdoor dining along Spadina Crescent. The purpose of the proposed amendment is to enhance the outdoor experience in this part of Downtown, and to take advantage of the riverbank views afforded from this area.

The Administration proposes that restaurants, and lounges within restaurants, continue to be permitted in hotels, motels, office buildings, and medical clinics in the M4 Zoning District, and to become permitted in galleries and museums, subject to the following amendments being implemented:

- a) remove the requirement that access to the restaurant must be from within the interior of the building;
- b) remove the requirement that the hotel or motel must have a minimum of 100 guest rooms;
- c) drive-thru's associated with restaurants or other uses are not permitted;
- d) the outdoor seating area is limited to 93 m<sup>2</sup>; and
- e) for properties fronting Spadina Crescent, the minimum front yard setback shall be reduced to 3 m, provided:
  - i) the space is occupied by a patio associated with a restaurant within the building; and
  - ii) the remaining 3 m is landscaped.

### Proposed Amendments to Zoning Bylaw No. 8770 – Appendix A: Sign Regulations

The Administration also recommends a minor change to the Sign Regulations - Appendix A to the Zoning Bylaw, to ensure there is no proliferation of signage along Spadina Crescent due to the proposed Zoning Bylaw amendment. The M4 Zoning District within Sign Group No. 3 permits Wall Signs as well as Primary and Secondary Freestanding Signs, subject to separation distances. The Administration recommends that Secondary Freestanding Signs be prohibited from identifying restaurants, lounges, and outdoor patios along Spadina Crescent. The purpose of Secondary Freestanding Signs is to provide for changeable copy so businesses can advertise specials and other information. The proposed restriction is to protect the Spadina Crescent promenade from additional signage, and help preserve the natural views along this streetscape.

## **Amendments to Zoning Bylaw No. 8770 to Permit Restaurants with Outdoor Seating in the M4 Zoning District – City Centre Plan Implementation**

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### Nightclubs

There are no amendments being proposed for nightclubs at this time. Nightclubs will continue to be prohibited in the M4 Zoning District, except in hotels and motels where nightclubs are a discretionary use.

### **Options to the Recommendation**

City Council has the option to:

- 1) deny the advertising request for amendments to the Zoning Bylaw; or
- 2) request revisions to the proposed amendments, prior to a public hearing.

### **Public and/or Stakeholder Involvement**

This initiative relates to the implementation of the City Centre Plan, which included public consultation efforts and a public open house where this concept was presented. Letters to affected property owners will be mailed out advising of the proposed amendments and the date of the public hearing.

The proposed amendments will be presented to the Meewasin Valley Authority (MVA), as a portion of the M4 Zoning District is located within the MVA buffer zone.

### **Communication Plan**

If the proposal is approved by City Council, the Downtown Partnership Business Improvement District, as well as property and business owners in the M4 Zoning District, will be advised in writing of the amendment.

### **Policy Implications**

Amendments to the Zoning Bylaw, including the Sign Regulations - Appendix A, are outlined in this report.

### **Other Considerations/Implications**

There are no financial, environmental, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

Although the City Centre Plan Implementation item will be complete upon the public hearing, the Administration will work with the MVA to consider additional policy changes that will help attract people to the riverbank area. It is anticipated that an additional report will be presented to City Council in 2016.

### **Public Notice**

The proposed amendments will be advertised in accordance with Public Notice Policy No. C01-021, and a date for a public hearing will be set. A notice will be placed in The StarPhoenix two weeks prior to the public hearing.

### **Attachment**

1. Lands Within M4 Zoning District

## **Amendments to Zoning Bylaw No. 8770 to Permit Restaurants with Outdoor Seating in the M4 Zoning District – City Centre Plan Implementation**

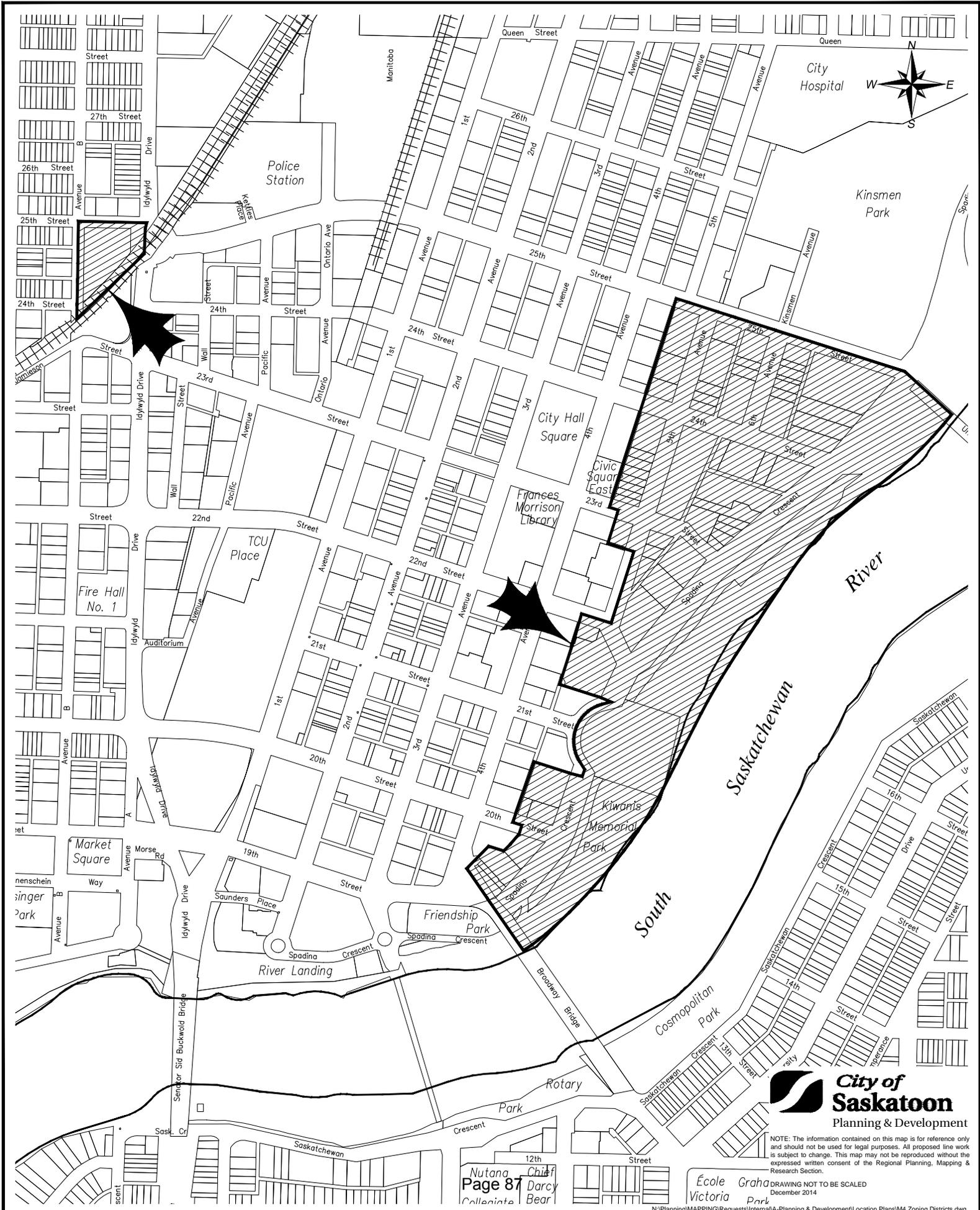
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### **Report Approval**

Written by: Paul Whitenect, Senior Planner, Planning and Development  
Reviewed by: Alan Wallace, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CP/2015/MPC – Amendments to Zoning Bylaw No. 8770 to Permit Restaurants with Outdoor Seating in the M4 Zoning District – City Centre Plan Implementation

# Lands Within M4 Zoning District



NOTE: The information contained on this map is for reference only and should not be used for legal purposes. All proposed line work is subject to change. This map may not be reproduced without the expressed written consent of the Regional Planning, Mapping & Research Section.

November 3, 2015

City Clerk

Dear City Clerk:

**Re: Municipal Planning Commission Report for Public Hearing  
Amendments to Zoning Bylaw No. 8770 to Permit Restaurants with Outdoor  
Seating in the M4 Zoning District - City Centre Plan Implementation  
[File No. CK 4350-015-005, x CK 4130-1 and PL 4130-22-8]**

The Municipal Planning Commission, at its meeting held on October 27, 2015 considered a report of the General Manager, Community Services Department, dated October 27, 2015 on the above application and supports the following recommendation of the Community Services Department:

that City Council consider the Administration's recommendation that the proposed amendments to Zoning Bylaw No. 8770, as outlined in this report, be approved.

The Commission respectfully requests that the above report be considered by City Council at the time of the public hearing with respect to the above proposed Zoning Bylaw amendment.

Yours truly,



**Holly Thompson, Committee Assistant**  
Municipal Planning Commission

HT:sj

**THE STARPHOENIX, SATURDAY, NOVEMBER 7, 2015 and**  
**SUNDAY PHOENIX, NOVEMBER 8, 2015**

**ZONING NOTICE**

**PROPOSED ZONING BYLAW TEXT AMENDMENT – BYLAW NO. 9327**

Saskatoon City Council will consider amendments to the City's Zoning Bylaw (No. 8770). By way of Bylaw No. 9327, The Zoning Amendment Bylaw, 2015 (No.31) will amend the regulations to allow outdoor seating for restaurants and lounges associated with restaurants in the M4 - Core Area Institutional Service District. In addition, regulations for Secondary Freestanding Signs along Spadina Crescent will be amended to not allow advertising specifically for a restaurant, lounge or outdoor patio.

The proposed amendments to the Zoning Bylaw are as follows:

Section 9.4.4 – M4 Core Area Institution Service District, will be amended to:

- Remove the requirement that access to the restaurant must be from within the interior of the building;
- Remove the requirement that the hotel or motel must have a minimum of 100 guest rooms before a restaurant is permitted;
- Add a provision that restaurants, and lounges within restaurants be permitted in galleries and museums;
- Add a provision that a drive-through associated with a restaurant or other use are not permitted;
- Add a provision that the outdoor patio area is limited to 93m<sup>2</sup>; and
- Add a provision that for properties fronting onto Spadina Crescent, the minimum front yard setback shall be reduced to 3.0 metres provided:
  - o the space is occupied by a patio associated with a restaurant within the building;
  - o the remaining 3.0 metres is landscaped.

Appendix A – Sign Regulations, Section 3.3.3.3, will be amended to:

- Add a provision that Secondary Freestanding Signs are prohibited from identifying restaurants, lounges, and outdoor patios along Spadina Crescent within the M4 District.

**REASON FOR THE AMENDMENT** – The amendments are part of the City Centre Plan's implementation items. These amendments will provide opportunities for additional restaurants and outdoor patios in the M4 District and ensure signage related to restaurants does not have a negative impact along Spadina Crescent.

**INFORMATION** – Questions regarding the proposed amendments or requests to view the proposed amending Bylaw, the City of Saskatoon Zoning Bylaw and Zoning Map may be directed to the following without charge; Community Services Department, Planning and Development  
Phone: 306-975-7697 (Paul Whitenect)

**PUBLIC HEARING** - City Council will hear all submissions on the proposed amendment and all persons who are present at the Council meeting and wish to speak on **Monday, November 23, 2015 at 6:00 p.m. in Council Chamber, City Hall, Saskatoon, Saskatchewan.**

All written submissions for City Council's consideration must be forwarded to:  
His Worship the Mayor and Members of City Council  
c/o City Clerk's Office, City Hall  
222 Third Avenue North, Saskatoon, SK S7K 0J5

All submissions received by the City Clerk by **10:00 a.m. on Monday, November 23, 2015**, will be forwarded to City Council. City Council will also hear all persons who are present and wish to speak to the proposed Bylaw.

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## **Proposed Closure of Right-of-Way – Walkway Portion between 569 and 603 Nordstrum Road – Silverwood Heights**

### **Recommendation**

1. That City Council consider Bylaw No. 9320, The Street Closing Bylaw, 2015 (No.9).

### **Topic and Purpose**

This report requests City Council to consider Bylaw No. 9320, The Street Closing Bylaw, 2015 (No.9), in order to legally close the walkway between 569 and 603 Nordstrum Road.

### **Report Highlights**

City Council considered the closure of the walkway located adjacent to 569 and 603 Nordstrum Road on March 3, 2014, during Matters Requiring Public Notice and resolved, in part that upon receipt of the legal land survey documents, the City Solicitor be requested to prepare the bylaw for consideration by City Council. The Plan of Proposed Road closure for the above walkway has been received.

### **Strategic Goal**

This report supports the Strategic Goal of Quality of Life by providing a reduction and prevention of crime in neighbourhoods.

### **Background**

City Council at its meeting held on March 3, 2014, resolved:

- “1) that the walkway adjacent to 569 and 603 Nordstrum be closed;
- 2) that upon receipt of the legal land survey documents, the City Solicitor be requested to prepare the appropriate bylaw for consideration by City Council;
- 3) that upon approval of the bylaw, the City Solicitor be instructed to take all necessary steps to bring the intended closure forward and to complete the closure; and
- 4) that upon closure of the walkway, the land be sold to Amanda and Jeremy Probe at 569 Nordstrum Road for \$1,000 and Tyler and Michelle Rody at 603 Nordstrum Road, for \$1,000.”

## **Report**

Webb Surveys has submitted a Plan of Proposed Walkway Closure dated January 30, 2015, which outlines the walkway to be closed. The total area to be closed is 100.4 square metres.

A proposed Subdivision No. 04/15 was approved by the General Manager, Community Services Department on February 19, 2015.

To complete this transaction, the Administration requires City Council to approve Bylaw No. 9320, The Street Closing Bylaw, 2015 (No.9) (Attachment 1).

No dead end situation will be created as this is a walkway and not subject to dead end situations.

## **Public and/or Stakeholder Involvement**

Utility agencies have been contacted with respect to the closure and have no objections to the closure subject to the following conditions: that SaskPower, SaskTel and Shaw Cable Systems G.P require easements.

The Ministry of Highways and Infrastructure has confirmed that no compensation is required to the Crown.

A Public Hearing was held during Matters Requiring Public Notice on March 3, 2014, and residents in the surrounding neighbourhood were sent information regarding the closure. Prior to the Public Hearing in March 2014, a community meeting was held to discuss the closure and no concerns were raised.

## **Safety/Crime Prevention through Environmental Design (CPTED)**

A CPTED analysis was completed for the walkway located adjacent to 569 and 603 Nordstrum Road, and the recommendations from the review were included in the report that was submitted to the City Council Meeting held March 3, 2014.

## **Other Considerations/Implications**

There are no options, communication, policy, financial, environmental, privacy considerations or implications.

## **Due Date for Follow-up and/or Project Completion**

A follow-up report is not required.

## **Public Notice**

Public Notice is required for consideration of this matter, pursuant to Section 3 of Policy No. CO1-021, The Public Notice Policy. The following notice was given:

- Advertised in The Star Phoenix on the weekend of November 7, 2015 (Attachment 2);
- Posted on the City Hall Notice Board on Thursday, November 5, 2015;
- Posted on the City of Saskatoon website on Thursday, November 5, 2015; and

**Proposed Closure of ROW – Walkway Portion between 569 and 603 Nordstrum Road – Silverwood Heights**

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- Notices will be mailed to all affected parties on Friday, November 6, 2015.

**Attachments**

1. Bylaw No. 9320, The Street Closing Bylaw, 2015 (No.9)
2. Copy of Public Notice

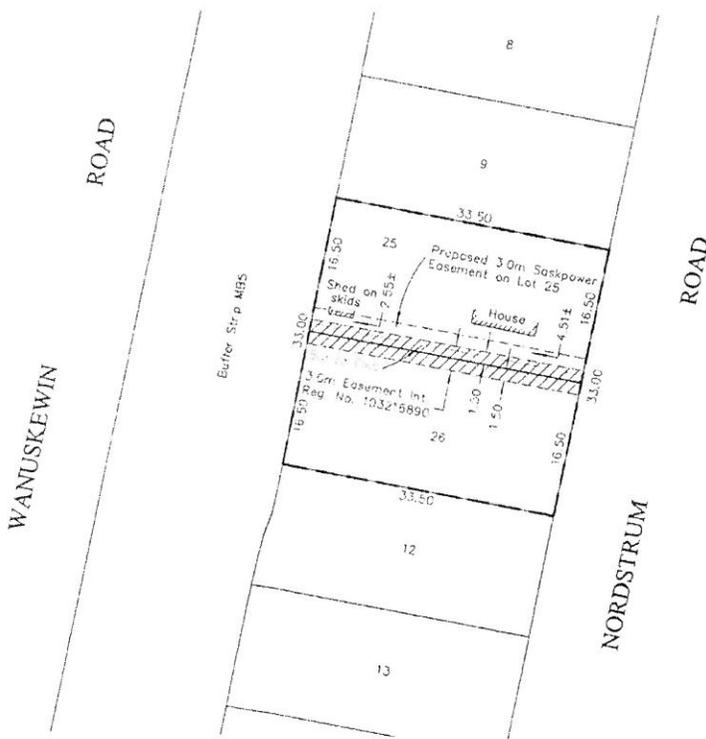
**Report Approval**

Written by: Shirley Matt, Senior Transportation Engineer, Transportation  
Reviewed by: Jay Magus, Engineering Section Manager, Transportation  
Reviewed by: Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

Council - SM – Prop CI ROW - Walkway Portion between 569 and 603 Nordstrum Rd – Silverwood Heights



# Schedule "A"



PLAN OF PROPOSED  
WALKWAY CLOSURE OF  
LOT B, BLOCK 945,  
REG'D PLAN NO. 81S22154 &  
CONSOLIDATION WITH  
LOTS 10 & 11, BLOCK 945,  
REG'D PLAN NO. 81S22154  
NORDSTRUM ROAD  
SASKATOON, SASKATCHEWAN  
BY T.R. WEBB, S.L.S.  
SCALE 1:500

Dimensions shown are in metres and decimals thereof.

Portion of this plan to be approved is outlined with a bold, dashed line and contains 0.11± ha (0.27± ac.).

Distances shown are approximate and may vary from the final plan of survey by ± 0.1 m

T.R. Webb January 30, 2015  
Saskatchewan Land Surveyor

Seal

Approved under the provisions of  
Bylaw No. 6537 of the  
City of Saskatoon

Date \_\_\_\_\_  
Community Services Department

Prepared by  
*Webb Surveys*  
© 2014  
14-2638ac NLD

## PUBLIC NOTICE

### PROPOSED CLOSURE OF RIGHT-OF-WAY

The City of Saskatoon is proposing the following closure of a walkway in the Silverwood Heights Neighbourhood.

**Location: Walkway between 569 and 603 Nordstrum Road**



**PUBLIC MEETING** - City Council will consider the above matter and hear all persons present at the City Council meeting who wish to speak on Monday, November 23, 2015, at 6:00 p.m. in the Council Chambers, City Hall, Saskatoon, Saskatchewan.

**WRITTEN SUBMISSIONS** – If you wish to submit a letter on this matter for City Council’s consideration, it must be received by **Monday November 23, 2015 at 10:00 a.m.**

**Mail to:**

His Worship the Mayor and Members of City Council  
c/o City Clerk’s Office, City Hall  
222 Third Avenue North, Saskatoon, SK S7K 0J5

**INFORMATION** - Questions regarding the proposal may be directed to:

Shirley Matt, Transportation division  
Phone 306-975-3145

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## Proposed Closure of Right-of-Way – 525 Avenue I South – Riversdale Neighbourhood

### Recommendation

1. That the east-west lane adjacent to 525 Avenue I South be closed;
2. That after closure, this lane be transferred to Doukhobor Cultural Society of Saskatchewan Inc. for \$15,758.34 plus GST;
3. That all costs associated with the closure be paid for by the applicants, including Solicitors fees and disbursements; and
4. That City Council consider Bylaw No. 9328, The Street Closing Bylaw, 2015 (No. 10).

### Topic and Purpose

This report requests approval to close, and subsequently sell, the east-west lane adjacent to 525 Avenue I South in the Riversdale neighbourhood. The Administration has agreed to sell the lane to Doukhobor Cultural Society of Saskatoon (DCSS) for \$15,758.34 plus GST pending City Council approval.

### Report Highlights

If approved, the east-west lane adjacent to 525 Avenue I south will be closed and transferred to DCSS Inc. for \$15,758.34 plus GST. The lane will be consolidated with the adjacent property and will be used as additional space for the DCSS Inc. to construct a wheel chair accessible ramp.

### Strategic Goal

This report supports the Strategic Goal of Moving Around as the closure will support citizens with accessibility requirements.

### Background

On January 17, 2013, the Administration received a request from DCSS Inc. to purchase the east-west lane adjacent to and south of 525 Avenue I South and consolidate this land with their existing property. The DCSS Inc. has indicated space is limited and additional space is required to build an accessibility ramp to the appropriate standards. The DCSS Inc. also owns 902 17<sup>th</sup> Street West, the parcel immediately south of the east-west lane proposed to be closed.

The Administration has reviewed and determined that the lane is not required for traffic purposes and proceeded to notify other City Departments and adjacent land owners requesting reviews and comments.

The lane is part of a system that runs east to west, intersecting with a north to south lane.

City Departments were contacted on June 3, 2013 and a requirement for a drainage plan was identified, which was satisfactorily addressed through the subdivision application.

**Report**

On August 2, 2013, the DCSS Inc. received a letter from the Administration offering to sell the lane adjacent to 525 Avenue I South, outlining a cost of \$6.50 per square foot, for a total price of \$15,758.34 plus GST.

On March 19, 2014, the Administration received a letter from DCSS Inc. agreeing to the purchase price.

Webb Surveys has submitted a plan showing the Proposed Lane Closure dated July 11, 2014, which outlines the right-of-way to be closed.

On September 23, 2014, a proposed Subdivision No. 61/14 was approved by the General Manager, Community Services Department.

To complete this transaction, the Administration requires City Council to approve Bylaw No. 9328, The Street Closing Bylaw, 2015 (No. 10) (Attachment 1).

No dead end situations will be created as a result of this proposed lane closure.

**Public and/or Stakeholder Involvement**

Other City Departments were surveyed for feedback and have no objection to the proposed plan. Utility agencies have been contacted with respect to the closure and have no objections to the closure subject to the easements required by Sask Energy and Shaw Cable.

On June 10, 2013, a letter was sent to residents adjacent to the lane system asking for their feedback by June 28, 2013. The Administration heard from one resident inquiring why the DCSS Inc. was requesting to close the lane. No other correspondence or communication was received from the adjacent residents.

The Ministry of Highways and Infrastructure has confirmed that no compensation is required to the Crown.

**Communication Plan**

Communication activities are included with the requirement for Public Notice. No other communication activities are required.

**Financial Implications**

Funding from the closure will be deposited into the Dedicated Roadway Reserve.

**Other Considerations/Implications**

There are no options, policy, environmental, privacy or CPTED considerations or implications.

**Due Date for Follow-up and/or Project Completion**

There will be no follow up report.

**Public Notice**

Public Notice is required for consideration of this matter, pursuant to Section 3b) of Policy C01-021, Public Notice Policy. The following notice was given:

- Advertised in The StarPhoenix on November 7, 2015 (Attachment 2);
- Posted on the City Hall Notice Board on Thursday, November 5, 2015;
- Posted on the City of Saskatoon website on Thursday, November 5, 2015; and
- Public notice sent out to the residents adjacent to the lane.

**Attachments**

1. Bylaw No. 9328, The Street Closing Bylaw, 2015 (No. 10)
2. Copy of Public Notice

**Report Approval**

Written by: Shirley Matt Senior Transportation Engineer, Transportation  
Reviewed by: Jay Magus, Engineering Section Manager, Transportation  
Reviewed by: Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

**BYLAW NO. 9328**

**The Street Closing Bylaw, 2015 (No. 10)**

The Council of The City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Street Closing Bylaw, 2015 (No. 10)*.

**Purpose**

2. The purpose of this Bylaw is to close a portion of the east-west lane adjacent to 525 Avenue I South, Saskatoon, Saskatchewan.

**Closure of Portion of Lane**

3. A portion of the east-west lane adjacent to 525 Avenue I South, Saskatoon, Saskatchewan, more particularly described as all that portion of Lane 18, Registered Plan No. H2894 lying adjacent to the South boundary of Lot 13, Block 2, Registered Plan No. F5554 as shown on a Plan of Proposed Lane Closure as prepared by T.R. Webb, S.L.S. dated July 11, 2014, and attached as Schedule "A" to this Bylaw, is closed.

**Coming into Force**

4. This Bylaw comes into force on the day of its final passing.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

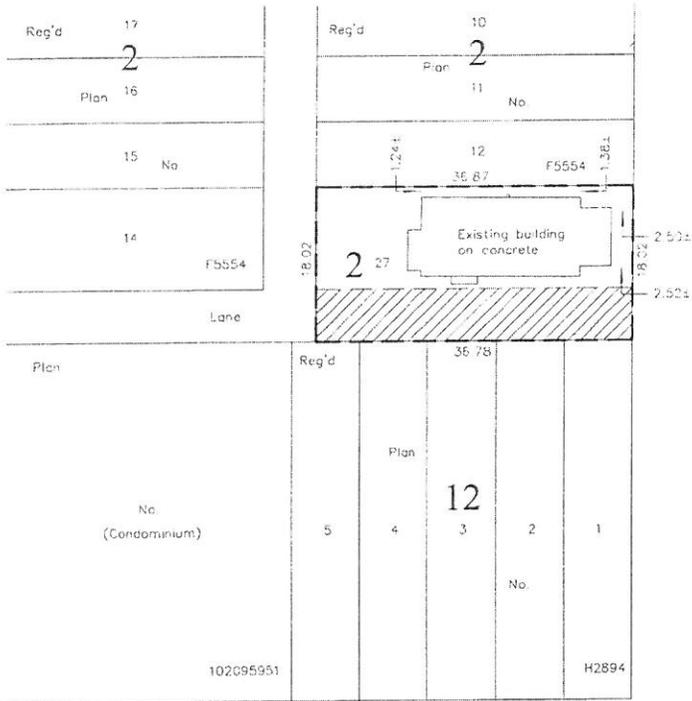
Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

Schedule "A"



17TH STREET WEST

I

AVENUE

PLAN OF PROPOSED  
 LANE CLOSURE  
 LANE 18, REG'D PLAN NO. H2894,  
 & CONSOLIDATION WITH  
 LOT 13, BLOCK 2  
 REG'D PLAN NO. F5554  
 N.W. 1/4 SEC. 29  
 TWP. 36, RGE. 5, W. 3RD MER.  
 525 AVENUE I SOUTH  
 SASKATOON, SASKATCHEWAN  
 BY T.R. WEBB, S.L.S.  
 SCALE 1:500

Dimensions shown are in metres and decimals thereof.

Portion of this plan to be approved is outlined with a bold, dashed line and contains 0.07± ha (0.16± ac.).

Distances shown are approximate and may vary from the final plan of survey by ± 0.5 m

*T.R. Webb*  
 T.R. Webb July 27, 2014  
 Saskatchewan Land Surveyor

Seal

Approved under the provisions of  
 Bylaw No. 6537 of the  
 City of Saskatoon

\_\_\_\_\_  
 Date  
 Director of Planning & Development Division

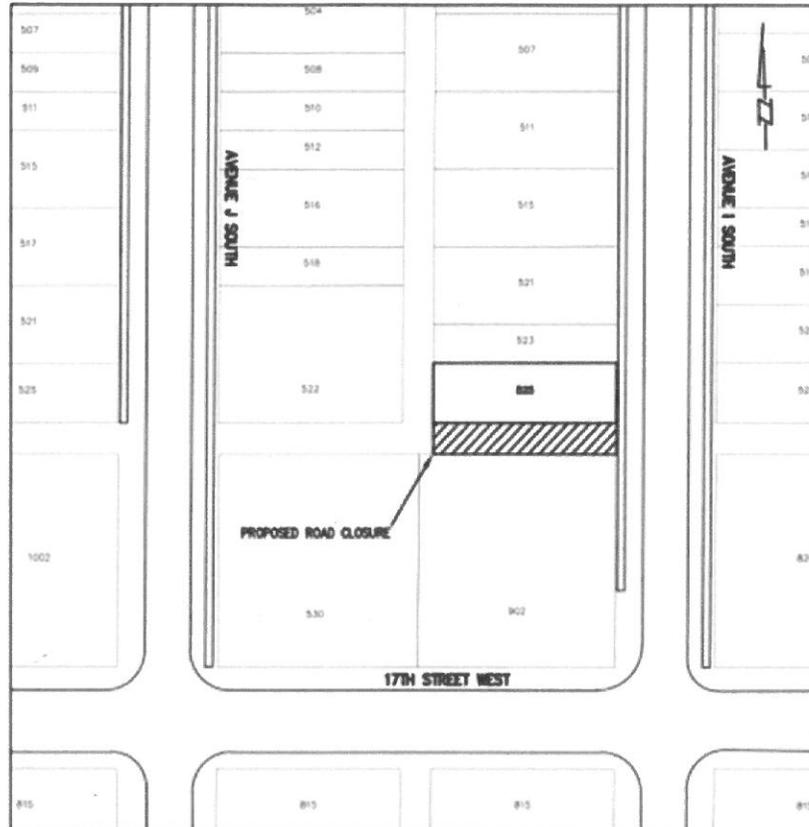
Prepared by  
  
 © 2014  
 14-2671sd NLD

## PUBLIC NOTICE

### PROPOSED CLOSURE OF RIGHT-OF-WAY

The City of Saskatoon is proposing the following closure for the Riversdale Neighbourhood.

#### Location – East-west Lane 500 block of Avenue I South



**PUBLIC MEETING** - City Council will consider the above matter and hear all persons present at the City Council meeting who wish to speak on Monday, November 23, 2015, at 6:00 p.m. in the Council Chambers, City Hall, Saskatoon, Saskatchewan.

**WRITTEN SUBMISSIONS** – If you wish to submit a letter on this matter for City Council’s consideration, it must be received by **Monday November 23, 2015 at 10:00 a.m.**

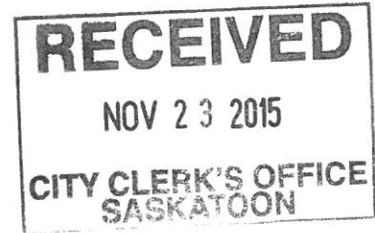
**Mail to:**

His Worship the Mayor and Members of City Council  
c/o City Clerk’s Office, City Hall  
222 Third Avenue North, Saskatoon, SK S7K 0J5

**INFORMATION** - Questions regarding the proposal may be directed to:

Shirley Matt, Transportation division  
Phone 306-975-3145

Susan Gilmer and David Glaze  
407 - 530 Avenue J South  
Saskatoon SK  
S7M 2A8  
November 23, 2015



His Worship the Mayor and Members of Council  
c/o City Clerk's Office, City Hall  
222 Third Avenue North,  
Saskatoon, SK, S7K 0J5

Dear Mayor and Members of Council,

We support the proposal of the Doukhobor Society of Saskatoon to close the East-West lane on the 500 block of Avenue I South, Saskatoon, SK.

Sincerely,

A handwritten signature in cursive script that reads "Susan Gilmer".

Susan Gilmer

A handwritten signature in cursive script that reads "David Glaze".  
David Glaze

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## Proposed Closure of Right-of-Way – 100 Block Jessop Avenue – Sutherland

### Recommendation

1. That a portion of the lane adjacent to and south of the 100 block of Jessop Avenue be closed;
2. That portions of the proposed closure are sold to Scott Enterprises (1983) (Glenwood Auto Service -101 Jessop Avenue) for \$12,476.16 plus GST; Mid-West Electric Ltd. (109-121 Jessop Avenue) for \$44,199.32 plus GST; and 101017392 Saskatchewan Ltd. (Gibbon Heating & Air Conditioning – 129 Jessop Avenue) for \$20,888.24 plus GST;
3. That all costs associated with the closure be paid for by the applicants, including Solicitor's fees and disbursements; and
4. That City Council consider Bylaw No. 9329, The Street Closing Bylaw, 2015 (No. 11).

### Topic and Purpose

This report requests approval to close, and subsequently sell, a portion of the lane adjacent to and south of the 100 block of Jessop Avenue. The lane will be consolidated with the adjacent properties for employee parking and storage use.

### Report Highlights

If approved, the closure of a portion of the land adjacent to and south of the 100 block of Jessop Avenue will be transferred to Scott Enterprises (1983) (owner of Glenwood Auto Service at 101 Jessop Avenue) for payment of \$12,476.16 plus GST; to Mid-West Electric Ltd. (owner of 109 – 121 Jessop Avenue) for \$44,199.32 plus GST; and to 101017392 Saskatchewan Ltd. (owner of Gibbon Heating & Air Conditioning at 129 Jessop Avenue) for \$20,888.24 plus GST.

The portion of the lane adjacent to and south of the 100 block of Jessop Avenue is not required by the Administration for traffic purposes. The adjacent property owners have indicated they intend to continue using the space for employee parking and storage.

### Strategic Goal

This report supports the Strategic Goal of Sustainable Growth as closure will allow development in the Sutherland neighbourhood.

### Background

On August 21, 2013, the Administration received an application letter to purchase a portion of the lane adjacent to and south of the 100 block of Jessop Avenue from Glenwood Auto Service, Mid-West Electric Ltd. and Gibbon Heating & Air Conditioning.

The Administration upon reviewing the application and determining that the portion of lane is not required for traffic purposes, proceeded to notify other City Departments and land owners adjacent to the lane requesting their review and comments.

The lane adjacent to and south of the 100 block of Jessop Avenue currently is adjacent to ten consecutive parcels of land, with seven different property owners. The property owners of 101, 109, 121, and 129 Jessop Avenue initiated the lane closure and sale process. Closure of this portion of lane is possible because the result simply moves the existing dead-end turn-around further east, and there is no impact to property owners who wish to retain lane access.

Out of the remaining four property owners contacted on January 2, 2014, one indicated interest in purchasing a portion of the lane adjacent to their property and the other three were not interested. The request cannot be accommodated at this time, as closing just that portion of lane would have created remnant parcels with no legal access. Further, opposition may occur from neighbours who wish to maintain lane access to their property.

The remaining property owners may at any time make an application to the Administration to purchase the remaining portion of lane south of their properties if their intent changes and there is no 'dead' space created.

### **Report**

On August 6, 2014, Scott Enterprises (1983) received a letter from the Administration offering to sell a portion of the lane, and outlined a cost of \$8.00 per square foot for a total price of \$12,476.16 plus GST.

On August 6, 2014, Mid-West Electric Ltd received a letter from the Administration offering to sell a portion of lane, and outlined a cost of \$8.00 per square foot for a total price of \$24,862.64 plus GST for one portion, and a total price of \$19,336.68 plus GST for the second portion.

On August 6, 2014, 101017392 Saskatchewan Ltd. received a letter from the Administration offering to sell a portion of lane, and outlined a cost of \$8.00 per square foot for a total price of \$20,888.24 plus GST.

By September 12, 2014, the Administration had received a combined application from the three property owners agreeing to the purchase price.

Webb Surveys has submitted a plan showing the Plan of Proposed Subdivision dated November 5, 2014 which outlines the right-of-way to be closed.

A proposed Subdivision No. 03/15 was approved by the General Manager, Community Services Department on January 27, 2015.

To complete this transaction, the Administration requires City Council to approve Bylaw No. 9329, The Street Closing Bylaw, 2015 (No. 11) (Attachment 1).

A dead end situation will be created as a result of this proposed closure of right-of-way; however, a new turn around area will be used to address this issue. A turn around currently exists at the back of the 101 Jessop Avenue property. This area is part of the proposed lane closure, and as a result a new turn around area will be used behind 141 Jessop Avenue. Immediately south of the lane is land owned by the City of Saskatoon located between the lane and College Drive, and is not feasible for any future development, and will be used to accommodate the turn around.

### **Public and/or Stakeholder Involvement**

Other City Departments were surveyed for feedback and have no objection to the proposed plan. Utility agencies have been contacted with respect to the closure and have no objections to the closure subject to the following easements: Saskatoon Light & Power, SaskTel and Shaw Cable.

The adjacent property owners were contacted via a letter from the Administration on January 2, 2014 requesting feedback. No objections to the proposed lane closure were received by the Administration. The adjacent property owners were given notice of the date of the Public Hearing via a mail out on Friday, November 6, 2015.

The Ministry of Highways and Infrastructure has confirmed that no compensation is required to the Crown.

### **Communication Plan**

Communication activities are included with the requirement for Public Notice. No other communication activities are required.

### **Other Considerations/Implications**

There are no options, policy, financial, environmental, privacy or CPTED considerations or implications.

### **Due Date for Follow-up and/or Project Completion**

There will be no follow up report.

### **Public Notice**

Public Notice is required for consideration of this matter, pursuant to Section 3b) of Policy C01-021, Public Notice Policy. The following notice was given:

- Advertised in The StarPhoenix on November 7, 2015 (Attachment 2);
- Posted on the City Hall Notice Board on Thursday, November 5, 2015;
- Posted on the City of Saskatoon website on Thursday, November 5, 2015; and
- Public notice was mailed to adjacent property owners on Friday, November 6, 2015.

**Attachments**

1. Bylaw 9329, The Street Closing Bylaw, 2015 (No. 11)
2. Copy of Public Notice

**Report Approval**

Written by: Shirley Matt, Senior Transportation Engineer, Transportation  
Reviewed by: Jay Magus, Engineering Section Manager, Transportation  
Reviewed by: Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

Council SM – Prop CI-ROW – 100 Block Jessop Ave – Sutherland

**BYLAW NO. 9329**

**The Street Closing Bylaw, 2015 (No. 11)**

The Council of The City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Street Closing Bylaw, 2015 (No. 11)*.

**Purpose**

2. The purpose of this Bylaw is to close a portion of the lane adjacent to and south of the 100 block of Jessop Avenue in the Sutherland neighbourhood in Saskatoon, Saskatchewan.

**Closure of Portion of Lane**

3. A portion of the lane adjacent to and south of the 100 block of Jessop Avenue, Saskatoon, Saskatchewan, more particularly described as all that portion of Lane L2, Registered Plan No. 65S02405 lying Northwesterly of the production Southerly of the most Easterly boundary of Lot 19, Block 526, Registered Plan No. 65S02405 as shown on a Plan of Proposed Lane Closure as prepared by T.R. Webb, S.L.S. dated November 5, 2014, and attached as Schedule "A" to this Bylaw, is closed.

**Coming into Force**

4. This Bylaw comes into force on the day of its final passing.

Read a first time this	day of	, 2015.
Read a second time this	day of	, 2015.
Read a third time and passed this	day of	, 2015.

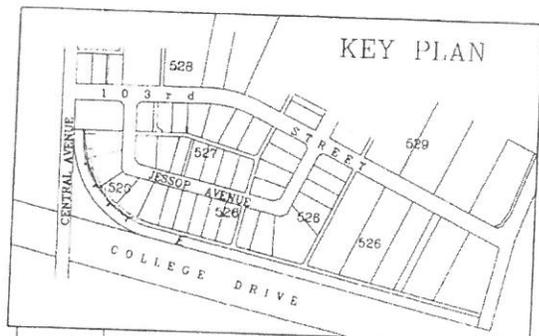
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Mayor

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City Clerk

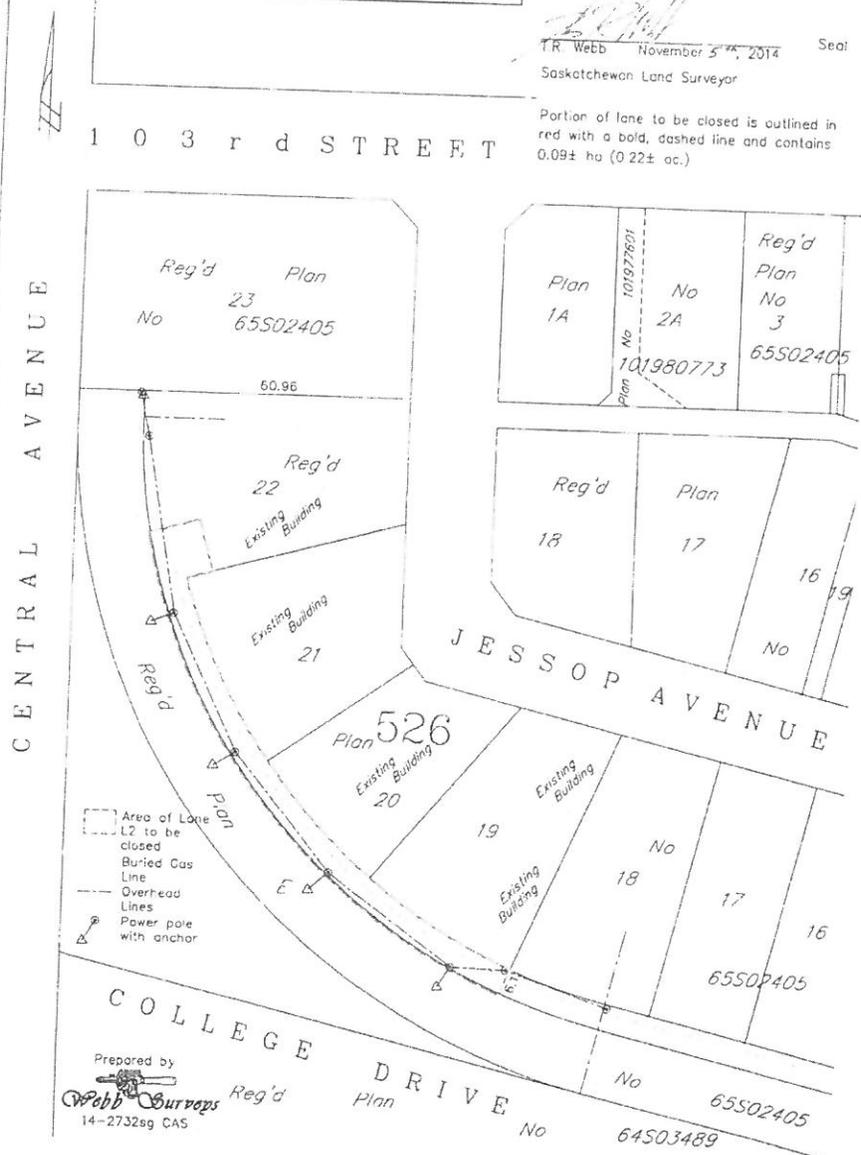
### Schedule "A"



PLAN OF PROPOSED  
 LANE CLOSURE OF  
 PART OF LANE L2  
 REG'D PLAN NO 65S02405  
 SW 1/4 SEC 36-TWP 36  
 RGE 5-W 3RD MER  
 SASKATOON, SASK.  
 SCALE 1:1000

*T.R. Webb*  
 T.R. Webb November 5<sup>th</sup>, 2014 Seal  
 Saskatchewan Land Surveyor

Portion of lane to be closed is outlined in red with a bold, dashed line and contains 0.09± ha (0.22± ac.)



# PUBLIC NOTICE

## PROPOSED CLOSURE OF RIGHT-OF-WAY

The City of Saskatoon is proposing the following closure for the Sutherland Neighbourhood.

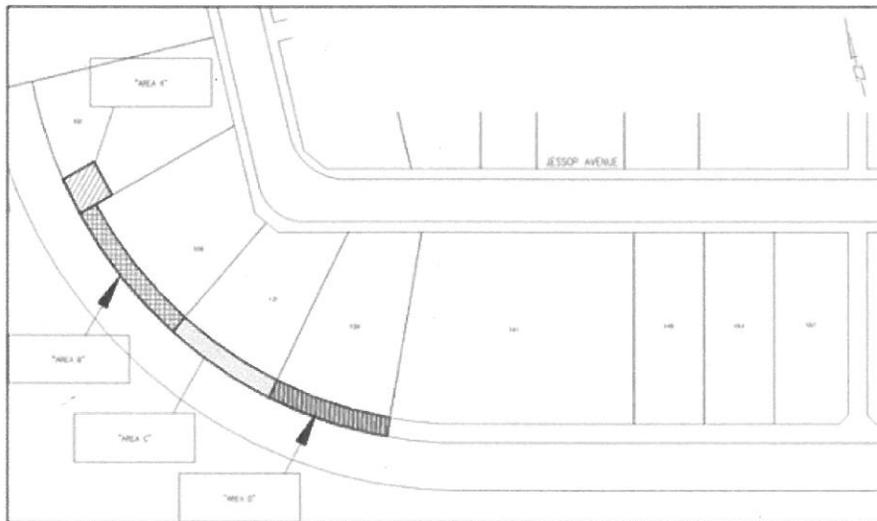
**Location: Portion east-west lane – 100 Block of Jessop Avenue**

**Area A to be consolidated with 101 Jessop Avenue**

**Area B to be consolidated with 109 Jessop Avenue**

**Area C to be consolidated with 121 Jessop Avenue**

**Area D to be consolidated with 129 Jessop Avenue**



**PUBLIC MEETING** - City Council will consider the above matter and hear all persons present at the City Council meeting who wish to speak on Monday, November 23, 2015, at 6:00 p.m. in the Council Chambers, City Hall, Saskatoon, Saskatchewan.

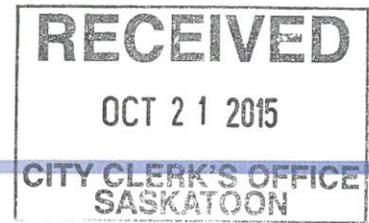
**WRITTEN SUBMISSIONS** – If you wish to submit a letter on this matter for City Council’s consideration, it must be received by **Monday, November 23, 2015 at 10:00 a.m.**

**Mail to:**

His Worship the Mayor and Members of City Council  
c/o City Clerk’s Office, City Hall  
222 Third Avenue North, Saskatoon, SK S7K 0J5

**INFORMATION** - Questions regarding the proposal may be directed to:

Shirley Matt, Transportation division  
Phone 306-975-3145



October 15, 2015

City Clerk's Office  
City of Saskatoon  
222 – 3<sup>rd</sup> Avenue N.  
Saskatoon, SK  
S7K 0J5

Dear Sir or Madame:

Saskatoon PrairieLand Park Corporation is respectfully requesting that Saskatoon City Council consider proclaiming the week of January 11- 17, 2016 **Agriculture Business Awareness Week** to coincide with Crop Production Week and the Western Canadian Crop Production Show.

During Crop Production Week and Crop Production Show, producers, suppliers, researchers and government leaders meet to discuss the state of the grain industry, with producers sharing knowledge, suppliers showcasing the latest in technology and marketing analysts providing valuable information necessary in the preparation for the upcoming production year.

We look forward to your consideration of this request.

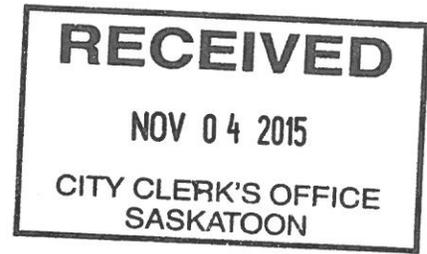
Thank you.

Yours truly,

A handwritten signature in black ink, appearing to be "MR", followed by a long horizontal line extending to the right.

Mark Regier  
Chief Executive Officer

November 2, 2015



His Worship the Mayor and Members of City Council  
Office of the City Clerk  
222 3<sup>rd</sup> Avenue North  
Saskatoon, SK  
S7K 0J5

His Worship Mayor Donald Atchison and Members of City Council:

RE: Request for Proclamation  
National Day of Remembrance and Action on Violence Against Women

The Saskatoon Women’s Community Coalition is requesting that City Council proclaim December 6<sup>th</sup> National Day of Remembrance and Action on Violence Against Women. We also request that flags at all City of Saskatoon facilities fly at half-mast on that day.

Date: December 6, 2015

Description:

Why a National Day of Remembrance and Action on Violence Against Women?

December 6 is the National Day of Remembrance and Action on Violence Against Women in Canada. Established in 1991 by the Parliament of Canada, this day marks the anniversary of the murders in 1989 of 14 young women at l'École Polytechnique de Montréal. They died because they were women.

As well as commemorating the 14 young women whose lives ended in an act of gender-based violence that shocked the nation, December 6 represents an opportunity for Canadians to reflect on the phenomenon of violence against women in our society. It is also an opportunity to consider the women and girls for whom violence is a daily reality, and to remember those who have died as a result of gender-based violence. And finally, it is a day on which communities can consider concrete actions to eliminate all forms of violence against women and girls.

November and December are important months for raising awareness of gender-based violence in Canada and around the world. In addition to the National Day of Remembrance and Action on Violence Against Women on December 6, the International Day for the Elimination of Violence Against Women takes place on November 25 and marks the first day of the 16 Days of Activism Against Gender Violence, which ends on December 10, with International Human Rights Day.

**Activities Planned:**

1. Display in the Ministry of Social Services community window on 21<sup>st</sup> Street including memorial silhouettes, pictures and gender-based violence statistics.
2. Shoe Memorial – To mark the 26<sup>th</sup> anniversary of this tragic event, the Saskatoon Women’s Community Coalition is collecting women’s shoes for displays at the University of Saskatchewan campus and downtown area. These displays will raise public awareness about violence against women and honour the memory of all women who have lost their lives to gender-based violence. Following the display, the shoes will be donated to women in need through local community organizations.

Thank you for considering our request. If you require further information, please contact me at:

Saskatoon Women’s Community Coalition  
c/o CFS of Saskatoon  
200 – 506 25<sup>th</sup> Street East  
Saskatoon, SK S7K 4A7  
306-244-7773 (work)  
306-249-2624 (home)  
306-229-0246 (cell)  
[jzurowski@cfssaskatoon.sk.ca](mailto:jzurowski@cfssaskatoon.sk.ca)

Sincerely,

*June Zurowski*

June Zurowski  
Board Member  
Saskatoon Women’s Community Coalition

## National Day of Remembrance and Action on Violence Against Women ~ Shoe Memorial ~

December 6<sup>th</sup> is recognized as the National Day of Remembrance and Action on Violence Against Women, as it commemorates the 14 women who were murdered at École Polytechnique in Montreal on December 6, 1989 simply because they were women. In addition to remembering this massacre and its victims, December 6<sup>th</sup> is a day to recognize and take action against the violence that women in our communities and around the world continue to experience.

To mark the 26<sup>th</sup> anniversary of this tragic event, the Saskatoon Women's Community Coalition is collecting women's shoes for displays at the University of Saskatchewan campus and downtown area. These displays will raise public awareness about violence against women and honour the memory of all women who have lost their lives to gender-based violence.

**We are looking for women's shoes of all kinds, in any condition, to contribute to this display. Please bring donations to:**

**The USSU Women's Centre  
Room 105 Memorial Union Building  
University of Saskatchewan  
Tel: 306-966-6980  
Open 9am – 4:30pm Monday to Friday**

Following the display, the shoes will be donated to women in need through local community organizations.

For more information, please email [saskatoonwomenscommunity@gmail.com](mailto:saskatoonwomenscommunity@gmail.com) or call 306-966-6980

