



REVISED AGENDA  
STANDING POLICY COMMITTEE ON FINANCE  
PUBLIC MEETING

Monday, January 4, 2016, 2:00 p.m.

Council Chamber, City Hall

Committee Members:

Councillor T. Paulsen, (Chair), Councillor A. Iwanchuk, (Vice-Chair), Councillor C. Clark, Councillor R. Donauer, Councillor E. Olauson, His Worship Mayor D. Atchison (Ex-Officio)

	Pages
1. CALL TO ORDER	
2. <i>CONFIRMATION OF AGENDA</i>	8 - 13
<i>Recommendation</i>	
1. That Tim Munro replace Donald MacPherson as the speaker regarding Item 6.3.2 Request to Speak - Saskatchewan Aviation Historical Society - Request for Tax Exempt Status for Aviation Museum at the Saskatoon Airport and that the document titled Saskatchewan Aviation Museum and Learning Center be received; and	
2. That the agenda be confirmed as amended.	
3. DECLARATION OF CONFLICT OF INTEREST	
4. ADOPTION OF MINUTES	
<i>Recommendation</i>	
That the minutes of the Regular Meeting of the Standing Policy Committee on Finance held on December 2, 2015 be adopted.	
5. UNFINISHED BUSINESS	
6. COMMUNICATIONS (requiring the direction of the Committee)	
6.1 Delegated Authority Matters	
6.1.1 Tourism Saskatoon 2016 Core Operating Budget (Files CK. 1870-10)	14 - 15

The attached letter dated December 17, 2015, from Angela Wallman, Finance and Personnel Officer, Tourism Saskatoon, regarding the above matter, has been received.

**Recommendation**

That the information be received.

- 6.1.2 Statement of Work - Internal Audit Value for Money Review - Snow and Ice Management - PricewaterhouseCoopers (Files CK. 1600-17)** 16 - 21

The attached letter dated December 21, 2015, has been received from PricewaterhouseCoopers regarding the Statement of Work for the Internal Audit Value for Money Review for Snow and Ice Management.

**Recommendation**

That the Statement of Work dated December 21, 2015, provided by PricewaterhouseCoopers, for the Internal Audit Value for Money Review for Snow and Ice Management, be approved.

**6.2 Matters Requiring Direction**

- 6.2.1 2016 Saskatchewan Urban Municipalities Association (SUMA Membership Fees (Files CK. 155-3)** 22 - 27

The attached letter dated November 30, 2015, from Mayor Debra Button, President, regarding the 2016 SUMA Membership Fees, has been received.

**Recommendation**

That the Standing Policy Committee on Finance recommend to Council:

1. That the 2016 membership fee for the Saskatchewan Urban Municipalities Association in the amount of \$110,244.79 be paid.

- 6.2.2 Meewasin Valley Authority - Request for Funding - Urgent Infrastructure Requirements (Files CK. 180-6)** 28 - 31

The attached letter dated December 10, 2015, from Mr. Lloyd Isaak, Chief Executive Officer, Meewasin Valley Authority, regarding the above matter, has been received.

**Recommendation**

That the matter be referred to the Administration for a report.

### **6.3 Requests to Speak (new matters)**

- 6.3.1 Request to Speak - Ideas Inc. - Ideas Inc. Annual Report (Files CK. 4129-22)** 32 - 43

A request to speak on the above matter has been received from Depesh Parmer, Executive Director, Ideas Inc. A PowerPoint Presentation will be provided.

#### **Recommendation**

That the information be received.

- 6.3.2 Request to Speak - Saskatchewan Aviation Historical Society - Request for Tax Exempt Status for Aviation Museum at the Saskatoon Airport (Files CK. 1965-1)** 44 - 44

A request to speak on the above matter has been received from Donald Macpherson, Saskatchewan Aviation Historical Society.

#### **Recommendation**

That the matter be referred to the Administration for a report.

- 6.3.3 SREDA's 2015/2016 Report to the City of Saskatoon (Files CK. 1870-10)** 45 - 50

A request to speak on the above matter has been received from Alex L. Fallon, President & Chief Executive Officer, Saskatoon Regional Economic Development Authority.

#### **Recommendation**

That a report be submitted to City Council recommending:

1. That the information be received;
2. That a bonus payment of \$117,500 to the Saskatoon Regional Economic Development Authority Inc. be approved; and
3. That SREDA's 2016 Key Performance Indicators and Targets be approved.

## **7. REPORTS FROM ADMINISTRATION**

### **7.1 Delegated Authority Matters**

- 7.1.1 Additional Audit Fees 2014 Year End - External Auditor (Files CK. 1610-9 and AF. 1610-1)** 51 - 53

**Recommendation**

That the invoice from Deloitte for \$51,360 (plus GST and PST) for additional audit fees for completion of the 2014 year-end financial audit be approved for payment.

- 7.1.2 Canada 150 Community Infrastructure Program (Files CK. 1860-1 and AF. 1860-1) 54 - 55**

**Recommendation**

That the information be received.

- 7.1.3 Request to Administer Revised Development Controls - Westview and Kensington Neighbourhoods (Files CK. 4110-44 and CK. 4131-1, AF. 4131-1, LA. 4131-16 and LA. 4131-26) 56 - 62**

**Recommendation**

That the Director of Saskatoon Land be authorized to administer revised development controls for Parcel X, Plan No. 102193534, Lots 1 to 7, Block 107, Plan No. 102144844 and Lots 1 to 4, Block 109, Plan No. 102144844 in the Kensington neighbourhood and for Lots 11 to 13, Block 664, Plan No. 102131592 in the Westview neighbourhood.

**7.2 Matters Requiring Direction**

- 7.2.1 Property Realized Reserve Withdrawal (Files CK. 1815-1 and AF. 1815-3) 63 - 64**

**Recommendation**

That the Standing Policy Committee on Finance recommend to City Council that \$674,109.93 be withdrawn from the Property Realized Reserve to fund miscellaneous land development and related sales costs incurred during the period December 1, 2014, to November 30, 2015, be approved.

- 7.2.2 SED Industrial Park #1 - Southwest Industrial (Files CK. 4215-1 and RS. 4000-3) 65 - 68**

**Recommendation**

That the Standing Policy Committee on Finance recommend to City Council:

1. That the removal of Municipal Reserve Designation from



- 2.59 acres of land in the South West Industrial Area – SED Industrial Park #1 be approved;
- 2. That the Administration be requested to prepare the necessary bylaws and public notice procedures related to the sale of the Municipal Reserve; and
- 3. That the net proceeds from the sale of the land be placed in the Dedicated Lands Account Reserve.

**7.2.3 Status Report on the Equity Building Program and Recommended Changes (Files CK. 750-4 and PL. 952-10)**

69 - 72

**Recommendation**

That the Standing Policy Committee on Finance recommend to City Council:

- 1. That the income limit for households qualifying for the Equity Building Program be raised to \$84,000;
- 2. That the target for the Equity Building Program be reduced to 25 units annually;
- 3. That the City of Saskatoon withdraw \$1.5 million of the investment that supports the Equity Building Program from Affinity Credit Union and return these funds to the City of Saskatoon’s investment pool; and
- 4. That the City Solicitor be requested to amend the investment agreement with Affinity Credit Union and that His Worship the Mayor and the City Clerk be authorized to execute the amendment under the Corporate Seal.

**7.2.4 Landfill Waste Compactor - Award of Request for Proposal (Files CK. 1390-1 and AF. 1390-1)**

73 - 75

**Recommendation**

That the Standing Policy Committee on Finance recommend to City Council:

- 1. That the Request for Proposal for a Landfill Waste Compactor be awarded to Finning (Canada); and
- 2. That Purchasing Services, Asset and Financial Management Department, be authorized to issue the appropriate Purchase Order to Finning (Canada) for the procurement of the Landfill Waste Compactor.

**7.2.5 Circle Drive and Clarence Avenue Interchange Update (Files CK. 6000-1 and AF. 1702-1)**

76 - 79

**Recommendation**

That the Standing Policy Committee on Finance recommend to City Council:

1. That the status of the Circle Drive and Clarence Avenue Interchange incremental tax revenue funding and loan be received as information.
2. That the land costs of \$260,500 be reimbursed to the Property Realized Reserve and be charged to Capital Project 2018; and
3. That the additional cost to Capital Project 2018 be paid through the incremental property taxes from Stonegate development.

**7.2.6 Acquisition of Land Owned by Akzo Nobel Chemicals Ltd. for North Commuter Parkway Project (Files CK. 4020-1 x 6050-10, AF. 4020-1 x 6050-1 and LA. 4024-012-001)**

80 - 83

**Recommendation**

That the Standing Policy Committee on Finance recommend to City Council:

1. That the Real Estate Manager be authorized to acquire a portion of Parcel A, Plan 63S09313, Extension 0, comprising approximately 0.98 acres from Akzo Nobel Chemicals Ltd.;
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 all costs associated with the land acquisition be charged to the Capital Project Land Acquisition account for the North Commuter Parkway project.

**8. URGENT BUSINESS**

**9. MOTIONS (notice previously given)**

**10. GIVING NOTICE**

**11. IN CAMERA AGENDA ITEMS**

**Recommendation**

That the Committee move In Camera to consider items 11.1 to 11.4.

**11.1 Internal Audit (Files CK. 1600-1)**

*[In Camera - Third Party Information/Economic, Financial and Other Interests]*

**11.2 Internal Audit (Files CK. 6000-3 and AF. 1600-1)**

*[In Camera - Audits and Tests and Economic/Financial and Other Interests]*

**11.3 Land Sales (Files CK. 4215-1, AF. 4215-1 and LA. 4221-15-009)**

*[In Camera - Economic/Financial - Land]*

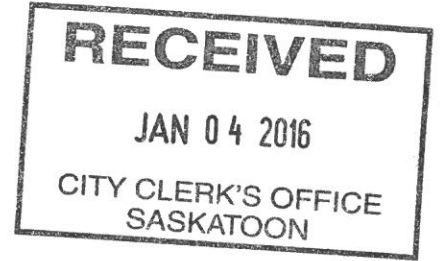
**11.4 Land Development (Files CK. 4020-1, AF. 4020-1 and LA. 4020-015-007)**

*[In Camera - Economic/Financial - Land]*

**12. ADJOURNMENT**

1965-1

**From:** tmunro <tmunro@skahs.com>  
**Sent:** Monday, January 04, 2016 9:16 AM  
**To:** Web E-mail - City Clerks  
**Subject:** 04/01/16 SPC Finance Meeting - 6.3.2  
**Attachments:** SAHS.docx



Good Morning,  
Further to my telephone conversation with your office this morning,

I am attaching an information package for the committee to review in relation to our presentation today.

I will be replacing Mr. Donald MacPherson as the representative for the Saskatchewan Aviation Historical Society.

Thank you for your assistance.

Blue Skies,  
Tim Munro, Executive Director  
Saskatchewan Aviation Historical Society  
www.skahs.com  
tmunro@skahs.com  
Office: 306-651-7247  
Cell: 306-361-7247

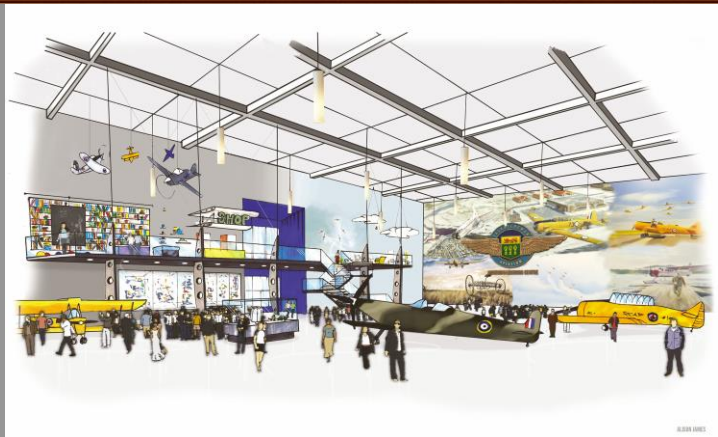
# SASKATCHEWAN AVIATION MUSEUM AND LEARNING CENTER

Proposal To: City of Saskatoon



**Saskatchewan Aviation Historical Society**  
Bay 5 Hangar 5 John G Diefenbaker International Airport,  
Saskatoon, Saskatchewan, Canada S7L 5X4  
Phone: 306-651-7247 | Fax: 306-933-2723  
info@skahs.com | www.skahs.com





## SASKATCHEWAN AVIATION MUSEUM AND LEARNING CENTER

The Saskatchewan Aviation Historical Society's collections are compiled through individuals, families and companies that believe in preserving aviation history in the Province of Saskatchewan for all to view, study and enjoy. We are proud that these people have extended their belief in this by placing their collections, artifacts and display material in our hands for display and preservation for current and future generations.

It has been the goal of the Saskatchewan Aviation Historical Society to bring a world class museum and learning center to the City of Saskatoon and the people of Saskatchewan. Through the generous contributions and assistance of the Saskatoon Airport Authority, our society is ready to take the next step in the fulfillment of this goal

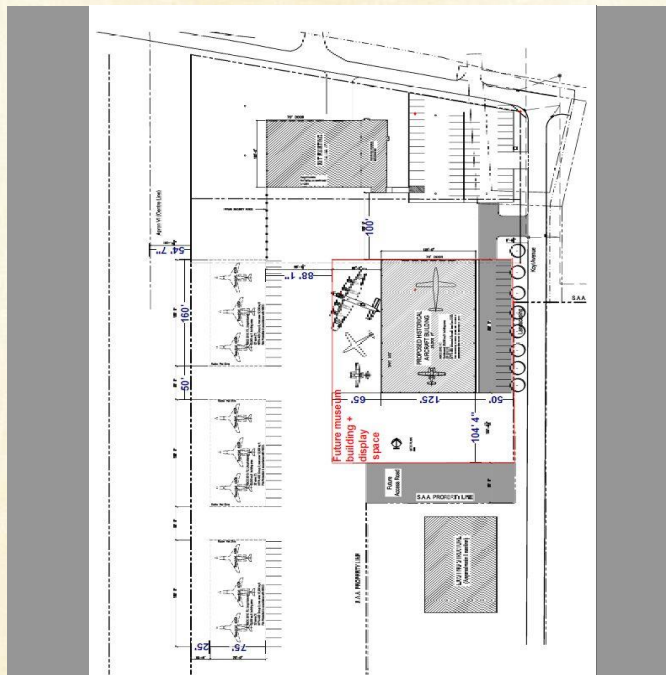
We are proposing a multi-phase development, that when finished will properly reflect the strong aviation industry and its people within the Province of Saskatchewan.

Phase one for the project is to commence in the spring of 2016 with the development of the primary building. The building is to be of pre-fab steel construction and will measure 200' X 125' for a base of 25,000 square feet of operating and display/educational space with a height of 30' which will allow for overhead display and educational space.



# SASKATCHEWAN AVIATION MUSEUM AND LEARNING CENTER

The footprint of the museum and learning center will encompass the property along Koyle Avenue from the SIIT property line to the end of the Airport Authority border with its neighbor to the south. In Phase 1 we plan on developing the museum and learning center building proper and an outside display-park to the south of the building. The outside display area will be used in Phase 2 to extend the building south and to bring more aircraft and artifacts into the center.



Saskatchewan Aviation Museum and Learning Center  
Footprint on the Saskatoon Airport Authority





# SASKATCHEWAN AVIATION MUSEUM AND LEARNING CENTER

## EDUCATION HUB

With the continuing growth of our education program, children from around the province and beyond will be able to visit the Saskatoon Airport and Aviation Museum and Learning Center for the full sensation of aviation education and viewing enjoyment.



What better environment than to have the SIIT AME and Polytechnic Commercial Pilot School right next door to the museum-learning center to show young visitors interested in aviation the career choices available to them, right here in Saskatoon, Saskatchewan!

## COMMUNITY HUB

By working with local clubs and community groups we can provide space for groups such as the local Legions groups, Air Cadets the Saskatoon Soaring Club, Saskatoon Modelers Club, Hub City Radio Control Club and many more to show their wares relating to aviation and flight. We aim to provide something for everyone interested in aviation and flight.

## BUSINESS HUB

By placing the Saskatchewan Aviation Museum and Learning Center at the Saskatoon International Airport it opens up a whole vast community to the visitors and guests of the airport, city and province. It provides local groups a place to meet on a regular basis and it provides space for special events and functions, in a very unique atmosphere.



By continuing to work with the Saskatoon Airport Authority, we hope to be able to increase airport traffic by becoming a unique center for holding conferences, special events and functions that will draw people from around the country and internationally, as well as from right here at home.

Working together in preserving the past to educate for the future.

"Type your callout text here."

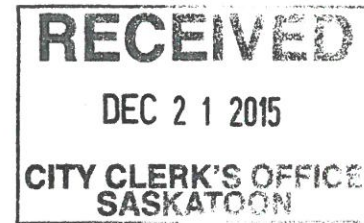






Bay 5 Hangar 5 John G Diefenbaker  
International Airport, Saskatoon,  
Saskatchewan, Canada S7L 5X4  
Phone: 306-651-7247 | Fax: 306-933-2723  
E-Mail: [info@skahs.com](mailto:info@skahs.com)      [www.skahs.com](http://www.skahs.com)

Mayor Don Atchison & City Council  
Mayor's Office  
City of Saskatoon  
222 – 3<sup>rd</sup> Avenue North  
Saskatoon, SK  
S7K 0J5



December 17, 2015

Dear Mayor Atchison:

Re: Tourism Saskatoon 2016 Core Operating Budget

Please find enclosed our budget recap for the year 2016 as per our Fee for Service Agreement.

Please note that our Destination Marketing Program budget has not yet been approved by the Saskatoon Hotels Association. The document you are receiving is the core portion of our budget only. Once the DMP budget has been approved, I will forward our complete consolidated budget to you.

You may contact Todd Brandt at (306) 931-7574 should you have any questions pertaining to the proposed budget.

Yours truly,



Angela Wallman  
Finance and Personnel Officer

Enclosure

cc: Kerry Tarasoff

TOURISM SASKATOON				December 17, 2015	
2016 OPERATING BUDGET					
RECAP - COMBINED DEPARTMENTS					
	2016	2015	2015		
	BUDGET	Projected	BUDGET		
<b>REVENUE</b>					
ADMINISTRATION	489,200	431,917	425,315		
MEMBERSHIP	100,990	94,379	113,380		
LEISURE MARKETING	57,100	56,555	30,000		
VISITOR SERVICES	8,200	9,760	27,500		
CONVENTIONS	17,000	13,989	59,000		
DMP - Administration (net of DMP hotel memberships)	33,013	34,696	33,220		
<b>TOTAL REVENUE</b>	<b>705,503</b>	<b>641,296</b>	<b>688,415</b>		
<b>EXPENSE</b>					
ADMINISTRATION	199,744	187,943	186,476		
MEMBERSHIP	14,500	11,586	16,700		
VISITOR SERVICES	29,600	28,420	29,570		
CONVENTIONS	7,200	7,150	27,400		
CORE - Staff Costs	454,459	449,422	428,269		
<b>TOTAL EXPENSES</b>	<b>705,503</b>	<b>684,521</b>	<b>688,415</b>		
<b>PROFIT (LOSS)</b>	<b>-</b>	<b>(43,225)</b>	<b>-</b>		

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# ***Statement of Work***

## For the City of Saskatoon

### Value for Money Review Snow & Ice Management

*December 21, 2015*



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# 1. Background and Scope

## 1.1 Background

One of the key strategic goals for the City focuses on “Moving Around” which is aimed at providing effective mobility options for the citizens of Saskatoon. The City’s Snow and Ice Management Program administered by Public Works plays a key role in enabling effective mobility options and in providing a safer environment for the citizens of Saskatoon. The purpose of the program is to reduce the inconvenience and hazards of winter conditions for motorists, cyclists and pedestrians, and facilitate the operation of Transit and Emergency Services vehicles. As such, the 2015 operating budget for the City dedicates more resources to snow and ice management. The budget increased funding for snow and ice management by almost \$1 million over that provided in 2014, thereby leading to a budgeted total investment of approximately \$11.1 million (net of the revenue from the Province of Saskatchewan Urban Highway Connector Program) compared to the 2014 net budget of approximately \$10.3 million.

In an effort to ascertain value for money and in recognition that more work is required to ensure that the City’s delivery of core services meets the needs of citizens, the City of Saskatoon’s Standing Policy Committee on Finance (“SPCF”) requested Internal Audit perform a value for money review of the Snow and Ice Management Program to identify opportunities for improvement and cost savings. Internal Audit was also requested to highlight key insights from a benchmarking exercise with 3 to 5 comparable cities.

## 1.2 Project Purpose

The purpose of the project is to assess the efficiency, effectiveness and economy of the City of Saskatoon’s Snow and Ice Management Program and to identify positive observations, opportunities for improvement and cost savings. This will be accomplished by performing a value for money review of the program (i.e. improvements made over the last year), its costs, performance metrics, the management of equipment and staff resources and a review of operational processes (i.e. snow clearing process, citizens’ communications process etc.). This project will also include performing an environmental scan of 3 to 5 selected cities in order to compare program strategies and costs (i.e. ratio of in-house staff to subcontracted staff) and to identify future opportunities for improvement. As part of the project, identification of positive themes and observations as well as key risks, control gaps and improvement opportunities for increased efficiency, effectiveness and cost savings will be included.

## 1.3 Scope, Approach & Limitations

We understand that you require a written report on our findings at the conclusion of our review. We propose that our services be performed in two phases:

<b>Phase One</b> Snow and Ice Management Program Review for the City of Saskatoon	<p>The team will review available information relating to various stages of the Snow and Ice Management Program from planning through to offloading and storage (i.e. improvements made in the last year), select 1 to 2 sites to walkthrough the current process, perform financial analysis and conduct interviews and discussions with key management and front-line staff to determine the effectiveness of the program in supporting and addressing strategic goals and objectives.</p> <p>This may include but will not be limited to:</p> <ul style="list-style-type: none"><li>• Reviewing the achievement of targeted goals and objectives;</li><li>• Assessing the timeliness and cost-effectiveness of program activities;</li><li>• Reviewing the quality of performance reporting;</li></ul>
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	<ul style="list-style-type: none"> <li>• Assessing effectiveness of citizen communication process (i.e. handling concerns);</li> <li>• Reviewing the utilization and cost-effectiveness of equipment and staff employed (i.e. the ratio of in-house and/or subcontracted snow and ice management activities); and</li> <li>• Identifying positive themes and observations, issues, challenges, risks, root causes and opportunities for improvement and cost savings.</li> </ul>
<p><b>Phase Two</b></p> <p>Comparison of the City's Snow and Ice Management Program with 3 to 5 selected cities.</p>	<p>The team will benchmark the City of Saskatoon with 3 to 5 other North American cities, potentially including other local municipalities, to identify opportunities for improvement and cost savings. There are a number of factors that may affect the actual amount of money spent and effort needed with respect to snow and ice management. The following are environmental factors that will be considered when selecting which cities will be used in the comparison:</p> <ul style="list-style-type: none"> <li>• Amount and frequency of snow fall;</li> <li>• Temperature;</li> <li>• Number of major snow storms;</li> <li>• Freeze/thaw cycles; and</li> <li>• Drifting.</li> </ul> <p>Some of the comparisons that will be considered include (where timely information is available):</p> <ul style="list-style-type: none"> <li>• Comparability of data, including population, lane kilometers by type, hills and bridges, climate data, and growth rates;</li> <li>• Expenditure levels by activity and per capita, such as sanding and salting, plowing, snow removal, de-icing, snow storage and sidewalks, and by type, such as staff and equipment including in-house, leased and hired and materials;</li> <li>• Overall unit cost for running the various activities;</li> <li>• Number of staff, their levels and utilization;</li> <li>• The ratio of in-house and/or subcontracted snow and ice management activities, costs, quality and service levels;</li> <li>• Equipment numbers by type of equipment (owned, leased and/or hired);</li> <li>• Equipment capacity, availability, utilization and cost;</li> <li>• Technologies employed, including spreader controls and communications;</li> <li>• Levels of service (targeted vs. actual) for each activity;</li> <li>• Performance metrics used; and</li> <li>• Citizen communications process.</li> </ul>

For the purposes of this project, we expect to work with the Public Works, Finance, Communications and Corporate Risk divisions at the City of Saskatoon. The review will include but not be limited to scope areas identified within Phases 1 and 2 above and will include reviewing available information (i.e. performance and financial data) from 2014-2015 to:

- Identify cost savings;
- Identify positive themes and observations;
- Identify efficiency gaps and provide advice to enhance productivity; and
- Identify constraints and bottle necks to performance and provide advice on enhancing process effectiveness.

## 2. Timeline and Deliverables

Dates are estimates and may change, based on availability of information and both City of Saskatoon and PwC resources.

Deliverable	Details	Projected Delivery Date
<b>Preliminary observations and recommendations for City of Saskatoon Snow and Ice Management Program review</b>	Positive themes, key observations, risks and recommendations from the review will be discussed with the management.	March 2016
<b>Preliminary observations and recommendations from the comparison of the City's Snow and Ice Management Program with 3 to 5 selected cities</b>	Positive themes, key observations, issues, challenges, risks, root causes and opportunities for improvement will be discussed with the management.	April 2016
<b>Draft Report</b>	Draft report provided for management review and feedback.	Early May 2016
<b>Final Report</b>	A final report, including management responses to recommendations, will be issued to Jeff Jorgenson, General Manager Transportation & Utilities and Pat Hyde, Director of Public Works, and will be copied to Murray Totland, City Manager and other key individuals, as necessary.	Late May 2016
<b>Presentation</b>	Positive themes and key findings presented to the SPCF	June 2016
We will communicate bi-weekly to key personnel to keep everyone apprised of our progress and will arrange additional status update meetings as necessary to discuss any issues which may arise.		

## 3. Key Contacts

The key contacts for this project are:

- Jeff Jorgenson, General Manager, Transportation & Utilities
- Pat Hyde, Director of Public Works
- Eric Quail, Roadways Manager, Public Works
- Russ Munro, Engineering Manager, Logistics and Procurement

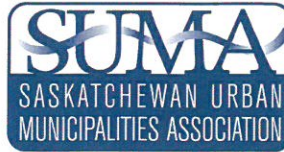


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## 4. Budget

Our fees are based on actual hours incurred by PwC staff, at the below agreed upon hourly billing rate in the Internal Audit Services Agreement dated January 1, 2015. In accordance with the Internal Audit Five-Year plan approved in July 2015, we estimate that our fees for the completion of our services under this Statement of Work will be \$74,000 plus out of pocket expenses and applicable taxes, which will be charged on an actual basis.

<b>Role</b>	<b>Expected Hours</b>
Engagement Partner	30
Quality Assurance Partner	15
Engagement Director	35
Engagement Manager	145
Senior Auditor	100
Auditor	100
<b>Total</b>	<b>425</b>



155-3



November 30, 2015

To: City Clerk's Office

City of Saskatoon  
222 - 3rd Ave. N.  
Saskatoon, SK S7K 0J5

Dear Mayor and Council,

**SUMA is the Voice of Saskatchewan's Urban Governments, and has been since 1905.** Saskatchewan's villages, towns, resort villages, cities, and northern municipalities have stood united and strong through membership in SUMA, and in turn we have promoted and defended your interests. We represent the collective strength of nearly 450 urban governments. Things have changed a lot since our inception more than a century ago, and SUMA's work has continued to evolve. Today, what we do falls into three core functions.

**Advocacy – We Represent Your Interests**

SUMA serves as the collective unified voice of urban government, ensuring your interests are represented to the provincial and federal governments. In 2015, we saw a major victory after our defense of revenue sharing in the face of a tight provincial budget. SUMA spoke with one voice, as we protected and defended the interests of urban governments. We also coordinated an advocacy campaign for the recent federal election, showing that local issues are federal issues and that all orders of government need to work together.

But our work is certainly not over yet. With a provincial election on the horizon, we are putting the wheels in motion to ensure we continue to be the voice for urban Saskatchewan, and that the next Government of Saskatchewan is prepared to work with urban municipalities.

SUMA staff and Board members also sit on a wide range of boards, committees, and working groups to represent the urban perspective. From the Municipal Employees' Pension Commission (more than half of the pension plan's employers are urban governments) to the Saskatchewan Assessment Management Agency, which determines the way you collect taxes.

As a member of SUMA, you have more than just us working on your behalf. We make partnerships to help serve your interests. SUMA works with like-minded

*"The Voice of Saskatchewan Cities, Towns, and Villages"*

organizations Urban Municipal Administrators Association of Saskatchewan, and participate in programs like the Municipal Leadership Development Program and the Saskatchewan Municipal Awards.

**Group Programs – *We Help You Save Money***

SUMA offers group benefits, insurance services, and purchasing programs that can reduce the costs of municipal government operations. Through the SUMA Advantage purchasing program, you have access to more than 25 pre-screened suppliers with guaranteed price advantages for you and financial support for SUMA. In 2015 we introduced the revamped SUMA Advantage business model which entails a focus on ensuring we follow good public procurement practice to design programs, getting feedback from members on program development, having members participate in evaluating the bids, and lastly providing education to our members on public procurement.

You can also save on group benefits and insurance services when you are a SUMA member. There are health, dental and vision benefits, and an employee and family assistance plan. You have access to insurance programs for your council members, employees, and for your volunteer firefighters, first responders, and ambulance crews. Getting these benefits through SUMA not only saves you money, but also time. We review and renegotiate your rates, manage the administration of your programs, and offer employee support services — leaving your employees free to focus on their many other important duties. Membership with SUMA also gives you access to SUMAssure – you can save money on municipal property and liability insurance, and as part owner of an insurance reciprocal, benefit from the company profits.

**Capacity Building – *We Give You Access to Resources***

SUMA provides information, connections, training, and tools to make you more effective. We put on one of the largest conventions in the province, and coordinate regional meetings around the province. We introduced the Town Sector meeting in 2015, and are planning a Village Sector meeting for 2016. We've facilitated a policing forum, and built Canada's first Mayors Summer School. Our quarterly magazine, Urban Voice, and email newsletter, Urban Update, help you stay informed.

We are especially proud of our work on giving you access to resources since we introduced SUMA's Legal Services program. Our Policy and Legal Advisor, Steven Dribnenki, provides resources to help you with legal issues and keep you up to date on decisions and trends in municipal law. You have access to a call-in service, and he covers legal issues in every edition of Urban Voice.

SUMA works hard with your membership dollars, and we appreciate your support. Should you have any questions or concerns about your membership with SUMA, contact our CEO, Laurent Mougeot, at [ceo@suma.org](mailto:ceo@suma.org) or 306-525-3727.

Sincerely,

A handwritten signature in black ink that reads "Debra Button". The signature is written in a cursive, flowing style.

Mayor Debra Button  
President

(Invoice and membership statement enclosed)





200 - 2222 13th Avenue  
 Regina, SK S4P 3M7  
 Phone: (306) 525-3727  
 Fax: (306) 525-4373  
 E-mail: [membership@suma.org](mailto:membership@suma.org)

Invoice	
Number:	INV-000068404
Page:	1
Date:	01/01/2016
Customer #:	M SASKATOON

<b>City of Saskatoon</b> 2nd Floor, 222 - 3rd Avenue N. Saskatoon, SK S7K 0J5	<b>FOR:</b> <b>2016 Membership Fee</b>
---	---

**2015 Membership Fee - January 1, 2015 to December 31, 2015**

<b>City of Saskatoon</b>	POPULATION - 222189
	VOTING DELEGATES - 11
Description	Total Fee
Membership - \$508.03 per Voting Delegate	5,588.33
Membership - \$0.55 per Capita	55,000.00
Membership - \$0.275 per Capita Over 100,000	33,601.98
Advocacy - \$250.00 per Voting Delegate	2,750.00
Advocacy - \$0.05 per Capita	5,000.00
Advocacy - \$0.025 per Capita	3,054.73

Sub-Total 104,995.04  
 GST#10795 6419 5,249.75  
**Total Membership Fee: \$110,244.79**

**PAYMENT DUE BY JANUARY 31, 2016**

**IMPORTANT: Payment not received in full by January 31, 2016, may result in termination of coverage for group benefits, SUMAdvantage, SUMAssure and other programs offered with SUMA membership.**

**Please return this portion with payment to:**

Sk.Urban Municipalities Assoc.  
 200 - 2222 13th Ave  
 Regina, SK S4P 3M7

**City of Saskatoon**

Customer ID: M SASKATOON  
 Number: INV-000068404  
 Date: 01/01/2016  
 Amount Due: **110,244.79**

Invoice

# 2016 SUMA Change of Information Form

## PLEASE REVIEW THE INFORMATION

Make corrections, add missing information, and send us the updated form  
by **January 31, 2016**.

**Email:** [membership@suma.org](mailto:membership@suma.org), **Fax:** 306-525-4373  
**Mail:** 200, 2222 13<sup>th</sup> Avenue, Regina, SK S4P 3M7

**Name:** City of Saskatoon

**Phone:** 306-975-3200

**Fax:** 306-975-2784

**Email Address\*:** webmaster@saskatoon.ca

**Website Address:** www.saskatoon.ca

**Address:** 222 - 3rd Ave. N., Saskatoon, SK S7K 0J5

**Region:** CITY

**Mayor Name:** Donald J. Atchison

**Mayor Email\*:** \_\_\_\_\_

**Administrator/CAO Name:** Murray Totland

**Administrator/CAO Email\*:** webmaster@saskatoon.ca

**Clerk Name:** JoanneSproule

**Clerk Email\*:** \_\_\_\_\_

**Town Foreman/ Public Works Manager Name:** \_\_\_\_\_

**Town Foreman/Public Works Manager Email\*:** \_\_\_\_\_

**Number of Urban Voice Issues Required:** 14

---

**\*NOTE:** This email address is provided so SUMA can email you updates on SUMA, services, news, important deadlines, events, and announcements. It is very important to include a valid email address as we may need to send time-sensitive information, including grant availability. You can unsubscribe or change your preferences at any time.

If you have questions or concerns, contact us by phone (306-525-3727), email ([suma@suma.org](mailto:suma@suma.org)), on our website ([www.suma.org](http://www.suma.org)), or at 200 2222 13<sup>th</sup> Ave., Regina, SK S4P 3M7.

# Membership Benefits as at September 30, 2015

\*\*\*\*\*FOR INFORMATION PURPOSES ONLY - DO NOT PAY\*\*\*\*\*

City of            Saskatoon

2015 SUMA Member Yes            Member Type    Municipal

- Urban Voice Subscriber # of Copies    14
- Volunteer Firefighter Insurance
- SUMAssure Subscriber
- Group Benefit Participation
  - Life                     STD                     Dental                     Employee Opt Life
  - ADD                     Health                     EFAP                     Spousal Opt Life
  - LTD                     Vision                     Voluntary ADD                     Child Opt Life

**SUMAdvantage Programs**

<u>Member Purchases*</u>	<u>Oct 1, 2014</u> <u>to Sep 30, 2015</u>	<u>Oct 1, 2013</u> <u>to Sep 30, 2014</u>	<u>Oct 1, 2012</u> <u>to Sep 30, 2013</u>
Election Materials	\$0.00	\$0.00	\$0.00
Fuel	\$0.00	\$0.00	\$0.00
Pins	\$0.00	\$0.00	\$0.00
Mosquito Control	\$0.00	\$0.00	\$0.00
Municipal World	\$319.90	\$319.90	\$319.90
Tires	\$0.00	\$0.00	\$0.00
Office Products	\$0.00	\$0.00	\$0.00
Identification Products	\$0.00	\$0.00	\$0.00
Shipping Labels	\$0.00	\$0.00	\$0.00
Signs	\$0.00	\$0.00	\$0.00
<b>Totals</b>	<b>\$319.90</b>	<b>\$319.90</b>	<b>\$319.90</b>

\*Figures are based on SUMA's records. Estimation may have been used in compiling some of the figures presented.

**Member Participation\* (purchase details not available)**

Building Valuations	N/A	Yes	Yes
Natural Gas	No	Yes	Yes
Office Machines	N/A	No	No
Payment Processing	No	No	No

\*Participation is based on third party information. N/A indicates the information is not yet available.

**Other SUMAdvantage Programs (participation data not available):**

- \*Apparel, Promotional Items, and Sporting Goods
- \*Borrowing and Financing
- \*Equipment Rental
- \*Fleet Management and Vehicle Rentals
- \*Janitorial Products
- \*Long Distance, Cellular, and Internet Services
- \*Network and Email Solutions
- \*Software
- \*Solar Pool Heating

**For more information on the programs we offer, please visit the SUMAdvantage section of our website at [www.suma.org](http://www.suma.org)**

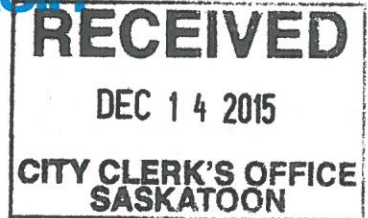
\*\*\*\*\*FOR INFORMATION PURPOSES ONLY - DO NOT PAY\*\*\*\*\*





**Meewasin Valley Authority**  
 402 - 3rd Avenue South  
 Saskatoon, Saskatchewan  
 S7K 3G5  
 Phone (306) 665-6887  
 Fax (306) 665-6117

**Meewasin**



December 10, 2015

The Honourable Mark Docherty  
 Minister of Parks, Culture and Sport  
 Room 38, Legislative Building  
 2405 Legislative Drive  
 Regina, SK S4S 0B3

Mayor & Council  
 C/O City Clerks Office  
 City of Saskatoon  
 222 Third Avenue North  
 Saskatoon, SK S7K 0J5

Dr. Peter Stoicheff,  
 President & Vice-Chancellor  
 University of Saskatchewan  
 Room 212, College Building  
 107 Administration Place  
 Saskatoon, SK S7N 5A2

Dear Participating Parties,

**RE: URGENT INFRASTRUCTURE REQUIREMENTS**

**ISSUE**

Meewasin is seeking urgent funding from the three participating parties – the Government of Saskatchewan, the University of Saskatchewan, and the City of Saskatoon - in the next fiscal year to maintain current infrastructure and to continue mandate functions and service levels.

**BACKGROUND**

**Long Term Decline:** Statutory and supplementary funding from the three participating parties to the Meewasin Valley Authority has generally declined over the years, while the people in the region and the province use and value the Meewasin Valley more than ever. As a result, the normal investment has not been made to keep fixed assets functioning well and maintain a 20-30 year life expectancy for each.

**Relevance:** 90% of residents want Meewasin to continue its work in the river valley, based on an independent survey. 87% believe Meewasin is a good investment of tax dollars. The Meewasin Valley is a leading attraction in the Saskatoon region of Saskatchewan and accounts for over 1,000,000 visits annually.

**Strategic Plan:** "A WORLD-CLASS CORRIDOR, Naturally beautiful, uniquely ours. A Vision for the Meewasin Valley 2014 – 2024" was prepared in consultation with thousands of people.

**Infrastructure:** A series of studies were undertaken on Meewasin infrastructure and natural resources. The emergency recommendations from these studies are summarized below.

**Aging Assets and Loss of Reserve:** Our reserve for asset replacement was never adequately funded relative to the assets (primarily buildings) that Meewasin owns. Never the less,





Meewasin has drawn down its asset replacement reserve from \$888,940 in 2013-2014 to \$300,000 in 2015-2016. The reduction in the fund means Meewasin will not have the funds available to deal with emergencies within its facilities in the future.

### SUMMARY OF EMERGENCY INFRASTRUCTURE REQUIREMENTS

Meewasin Valley Interpretive Centre	\$1,203,000
Beaver Creek Conservation Area	\$445,000
Meewasin Trail	\$1,008,000
Resource Management, protective assets	\$50,000
<b>Total</b>	<b>\$2,706,000</b>

### INFRASTRUCTURE STUDIES

#### **402 Third Avenue "Meewasin Valley Interpretive Centre"**

The building was constructed in 1972 as an office/warehouse. Meewasin purchased the property in 1986 and renovated it as an office and small interpretive centre. The main floor provides lobby and office space. The basement houses the interpretive centre, board room and storage areas.

An assessment of the building was completed by Kindrachuk Agrey Architecture in 2004. Based on that study, Meewasin developed a strategy and plan to tear down the current building and build a replacement that would bring the Interpretive Centre "out of the basement" and onto the main level. This proposal was unsuccessful in attracting significant federal support (which was available at the time). Consequently, the Meewasin Valley Interpretive Centre remains largely as Kindrachuk found it in 2004. Immediate needs, based on the study and updated, are as follows:

1	Sealed Unit Replacement	\$150,000	seal broken; frames leaking
2	Exterior Entrance Vestibule Upgrades	\$60,000	
3	Dome Skylight Replacement	\$15,000	leaking
4	Roof Replacement	\$60,000	
5	Accessibility Improvements	\$78,000	
6	Interior Wall Finishes	\$10,000	
7	Interior Floor replacement	\$81,000	
8	Plumbing Upgrades	\$20,000	
9	HVAC System	\$70,000	insulate ducts and airflow
10	Electrical	\$129,000	replace remnants of 1972 systems
11	Security System Replacement	\$25,000	
12	Site Landscape Upgrades and Parking Lot	\$80,000	
13	Interpretive Centre Programming Area Upgrades	\$375,000	5000 sf at \$75 per square foot outfit cost
14	Replace service lift	\$50,000	replacement parts no longer available
<b>Meewasin Valley Interpretive Centre Total</b>		<b>\$1,203,000</b>	

### **Beaver Creek Conservation Area**

An assessment of facilities at Beaver Creek, including the interpretive centre (1983), trails, bridges and roads, resulted in the following program of immediate requirements.

1	Potable Water Supply and system upgrades	\$100,000	waiting since 2000 water line service
2	Site Accessibility Upgrades	\$75,000	
3	Interpretive Centre Programming Area Upgrades	\$120,000	
4	Replace Roof (cedar shake) and flat roofs	\$50,000	>30 years old
5	Siding replacement south side only (cedar) / envelope upgrades	\$10,000	>30 years old
6	Steps replacement (on trails)	\$20,000	remove creosote
7	Deck and railing replacement	\$25,000	
8	Sealed Unit replacements	\$40,000	
9	Cabinet and storage upgrades	\$5,000	
	<b>Beaver Creek Conservation Area Total</b>	<b>\$445,000</b>	

### ***“The Meewasin Trail Study, Connecting People to Places”***

A comprehensive study of the existing Meewasin Trail, both primary and secondary routes was completed in 2014 by Meewasin staff and supported by consultants Alta Planning and Associates. The assessment found that this regional trail infrastructure has 7 kilometres of gaps and many sections that are 30 years old and at the end of their service life. A life-cycle replacement strategy was developed, which projected a cost of \$500,000 per year over 40 years.

Today, there are more than 40 kilometres of primary trail and more than 80 kilometres of trail in total, providing public access to the Meewasin Valley and connecting people to the many cultural and ecological destinations within the valley. This important trail is a vital part of the regional infrastructure.

Summary of the findings:

- There are critical gaps within the current trail system. Approximately 7 kilometres of trail are needed to complete the system with its current end points.
- Many sections of the Meewasin Trail are 30 years old and at the end of their service life (approximately 10 km was built prior to 1985, details available).
- Many sections are in need of repair due to vegetation and up/down slope erosion.
- Many sections have major cracking with vegetation and tree roots erupting through the asphalt.
- Over two-thirds of the Meewasin Trail does not meet Meewasin’s current standard of a minimum 3.0 meter width.
- Many sections of the Meewasin Trail do not meet Meewasin’s current accessibility guideline for a 5% grade or less.
- The very busiest sections, based on peak traffic counts, need to be widened or twinned for carrying capacity.
- The site furnishings are at the end of their current service life. Approximately 30% of waste receptacles and over 50% of the benches are in need of repair or replacing.

- River views and visual connections have been compromised due to vegetation growth.

A summary of estimated costs associated with upgrading the trail infrastructure to 2023 and 2043 as per the findings in this report are:

- 2023 Projection: to upgrade the overall infrastructure, the opinion of cost is \$15,703,854\* – increasing trail widths to meet projected population growth and capacity (includes trail width increase to 4 m in certain locations)
- 2043 Projection: to upgrade the overall infrastructure the opinion of cost is \$22,306,412\* – increasing trail widths to meet projected population growth and capacity (trail width increase to 6 m in certain locations)
- to complete the gaps within the trail system the opinion of cost is \$7,967,620\*
- to upgrade site amenities the opinion of cost is \$500,000\*

\*These are 2014 dollars with no inflation factor included.

To understand how this will affect Meewasin budgets, two scenarios were explored. Meewasin assumed annual capital budget allocation options of \$500,000 and \$1,000,000 with inflation factors to model an implementation strategy with a ten year time horizon. For instance, at \$500,000 per year Meewasin can attend to over half of the top ten critical projects over ten years. With an increase to \$1,000,000 per year over 90% of the top ten critical projects can be completed over ten years. These numbers are based on a cyclical capital replacement program.

The emergency need for 2016 is to replace 30% (or 3 km) of the 10 km of the primary trail that was built prior to 1985; and where the safety issues include asphalt cracking, insufficient trail width, and grades over 5%. The cost estimate for the 3 km is \$1,008,000.

### **Resource Management**

The immediate need is replacement of protective assets (essentially fencing and gates) at three rural conservation sites – Paradise Beach, Cranberry Flats, and Meewasin Northeast Swale. The estimate is \$50,000.

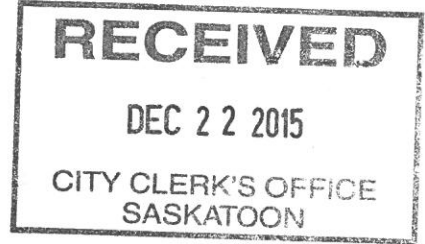
I implore you to review this information carefully and please contact me directly if you require clarification or any additional information.

Sincerely,

Lloyd Isaak  
Chief Executive Officer

cc: L. Gallagher, Deputy Minister, Parks, Culture & Sport  
Hon. J. Campeau, MLA Saskatoon Fairview  
Hon. K. Cheveldayoff, MLA Saskatoon Silver Springs  
P. Merriman, MLA Saskatoon Sutherland  
Hon. D. Morgan, MLA Saskatoon Southeast  
R. Norris, MLA Saskatoon Greystone  
R. Parent, MLA Saskatoon Meewasin  
C. Tochor, MLA Saskatoon Eastview  
Hon. G. Wyant, MLA Saskatoon Northwest  
T. Steelman, Chairperson, Meewasin Valley Authority  
Board of Directors, Meewasin Valley Authority

**From:** Depesh Parmar <depesh@saskatoonideas.com>  
**Sent:** Tuesday, December 22, 2015 12:29 PM  
**To:** Web E-mail - City Clerks  
**Subject:** SPC Finance on Jan 4th



Hello,

I would like to request permission to speak at the upcoming SPC Finance meeting on January 4th to present the Ideas Inc Annual Report and provide an update. Part of my presentation will include a PowerPoint (I understand that someone will contact me to discuss technical requirements).

Regards,

Depesh Parmar

Depesh Parmar  
Executive Director

Ideas Inc  
120 Sonnenschein Way  
Saskatoon, Sask S7M-0W2  
PH. 306.653.2007  
C. 306.341-2666  
[www.ideasyxe.com](http://www.ideasyxe.com)  
[depesh@ideasyxe.com](mailto:depesh@ideasyxe.com)



## Annual Performance Indicators

Fiscal Year: Sept 2014- Sept 2015  
OCTOBER 21<sup>ST</sup>, 2015 |

## Incubation Program

During the 2014-2015 fiscal year, Ideas Inc had a highly successful incubation period. During this time, Ideas Inc helped incubate 27 small businesses in various industries. Of these members, some have successfully graduated and invested in Saskatoon, while others still remain at Ideas Inc growing their businesses. Furthermore, Ideas Inc provided space to 7 partner clients, which provided services of value to the incubating clients' growth and success.

Please refer to Appendix 1 for a detailed list of 2014-2015 incubation and partner clients.

## Incubator Graduates

During this fiscal year, Ideas Inc had 8 businesses successfully graduate from the incubation program. These companies have built sustainable businesses and have grown into new locations, primarily in Saskatoon. Please see below a list of the successful graduates.

Company Name	Industry	Incubation Period	Jobs Created Post Grad	Still in Operation?	Location
Luxquisite	Retail Clothing	Feb 2015-Sept 2015	2	Yes	Saskatoon
My Saskatoon Retail Community Inc.	Advertising	Nov 2014-Nov 2015	3	Yes	Saskatoon
Singler Real Estate	Real Estate	Jan 2013-Jan 2015	3	Yes	Saskatoon
Inspire Digital Network	Technology	Sept 2014-Jan 2015	1	Yes	Saskatoon
Performance Zone	Health and Fitness	Oct 2013-Jan 2015	1	Yes	Saskatoon
Eutropius Designs	Interior Decorating	Aug 2014-Jan 2015	3	Yes	Saskatoon
Hi Tech Solutions	Technology	July 2013-Jan 2015	2	Yes	Montreal
New Beginnings Counselling	Professional Services	Mar 2015-Aug 2015	1	Yes	Saskatoon
Paragon Property Management	Property Management	Nov 2014-Nov 2015	2	Yes	Saskatoon

## Incubator Non-Graduates

There were a small number of businesses that left Ideas Inc as “non graduates” this past year. These businesses did not fit the incubation model and space was needed for new incubating clients. A list of the businesses that left Ideas Inc as “non graduates” can be seen below.

Company Name	Industry	Incubation Period	Reason for Departure
Seda	Service Provider	July 2014-Aug 2015	Incubation Space Needed
Community Futures	Service Provider	May 2014-Sept 2015	Incubation Space Needed



## New Incubating Clients

Following the 2014-2015 fiscal year, we have had new incubating clients join Ideas Inc. We have made an initiative to fill the building primarily with start up businesses and fewer partner service providers. Listed below are three new incubating businesses that will be operating out of Ideas Inc this upcoming year.

Company Name	Industry	Description
UC Baby Saskatoon	Ultrasound Tech	Expecting a baby is a very special event in a family's life. To make this entire experience even more profound for you, we are offering 3D baby ultrasound services that allow you to view your baby in real-time. We offer gender determination and create one of a life time memories captured on CD, DVD or USB sticks in a joyful and relaxing environment for your family.
Glitch Gifts and Novelties	Retail	Independent gift shop giving customers a true alternative to big box stores by bringing in fun and unique products from around the globe. From fun "as seen on the internet" products to unique high end gifts with character and personality.
Keto Crate	Online Subscription	Keto Crate is a monthly subscription service which ships low carb snacks to its subscribers along with useful advice and recipes for following a ketogenic diet. Short term our mission is to help people lose weight and improve their health and happiness. Long term our mission is to join the fight against the over abundance of sugar in society and to educate people on optimal nutritional strategy.

A blueprint of the Ideas Inc building outlining all current business locations can be viewed In Appendix 2.

## Incubator Unmet Demand

Ideas Inc currently has no vacancy with 27 businesses operating out of the building. Additionally, we have a waiting list of inquiries for both office and retail space. Below is a description of recent companies inquiring about space.

Company Name	Industry	Description
Bitsy	Recipe App	Every day, we work to make mega-delicious, ultra-nutritious foods for your kids and our own, to nurture their bodies, minds and imaginations and to inspire them to learn and grow.
Wild Flower	Indoor/Outdoor Decor	From locally sourced to handmade, Wildflower provides indoor and outdoor decor for you home.
Firebird Consulting	Business consulting	Firebird Business Consulting grew from personal experiences and understanding real life business challenges. Our specialty is optimizing your company's sales and marketing strategies.

### Incubator Market Clients

Our Saturday outdoor market served as a great point of sale for 12 small businesses the past fiscal year. Our Street Stall Saturdays have had a positive reception, helping animate the River Landing area by creating traffic for both our market and the Farmer’s Market.

A list of the vendors that make up our Street Stall Saturdays can be found in Appendix 3.

### Empower Program

Over the last fiscal year our Empower program has made drastic strides. Ideas Inc now has a fully operational retail co-working studio which serves as a point of sale for five Aboriginal Entrepreneurs. Thanks to our sponsors, this space comes at no cost to the entrepreneurs; the only payment we require is their time. In addition to space, we provide weekly coaching sessions to help guide the new business owners through their growth. Also, we have a list of mentors that offer their time and expertise to all Ideas inc members, including Empower members.

Please refer back to Appendix 1 for Empower company descriptions.

### Mentors

Through the year we compiled a group of seven mentors who are available by appointment to discuss business strategy and help Ideas Inc businesses in any way possible. This group of mentors is made up of successful entrepreneurs who have gone through the same growing pains that many of our members are currently challenged with. A list of our current mentors is presented below.

Mentor Name	Company
Monica Kreuger	Global Infobrokers, Praxis School of Entrepreneurship
Brian Storey	Pelican Signs, Drift Cafe, Drift Vista Lounge
Jason Mewis	ENGCOMP
Russel Marcoux	Yanke Group of Companies
Virgil Reed	Reed Security
Wally Mah	North Ridge Developments
Rachel Mielke	Hillberg and Berk



## Appendix 1: Incubation Members (2014-2015)

Company Name	Industry	Description	Incubation Period	Jobs Created
<b>Incubating Members</b>				
9 Mile Legacy Brewing	Beverage	9 Mile Legacy Brewing is a small scale craft brewery founded by Garrett Pederson and Shawn Moen. Visit the brewery to try our product and get your growlers filled!	Nov 2014-Present	3
Lift Accounting	Accounting	Lift Accounting is an accounting shop for start-ups and small businesses in Saskatoon and area. Lift Accounting is based on one simple concept, "we want to provide small businesses with the same financial insight typically available to big businesses at affordable prices."	Feb 2015-Present	2
Prairie Proud Apparel	Apparel	Prairie Proud Apparel was founded on the values of passion, community, and quality. We are committed to providing current and former prairie residents the opportunity to wear their pride in quality casual wear while investing back into the heart of the prairies through charity contributions.	Feb 2015-Present	3
Chuckla Productions Inc.	Video Production	From broadcast marketing to creating an online video presence, Chuckla Productions is a full service video production house. We will take you from initial concept to choosing the most effective and contemporary way to deliver your message.	Aug 2014-Present	2
Hen and Chick Studio	Retail	We are a locally owned gift shop that features hand crafted unique items from across Canada.	Nov 2014 - Present	2
Twisted Goods	Retail	Twisted Goods is a gift store that was founded in Saskatoon in 2001, and has since grown to several locations across multiple provinces- bringing customers the best and most unique gifts, accessories, and home décor! We pride ourselves on high quality products and customer service, carrying Canadian-made and designed products, and striving to be socially and environmentally conscious. Twisted Goods is your grown-up candy store- nothing that you need, but everything you want!	Mar 2015-Present	3
Mercadito Latino	Retail Grocery	Mexican and Latin specialty products: condiments, groceries, candy, pinatas, Mexican frozen food. Authentic Mexican fast food (Tortas) coming soon!	Oct 2014-Present	4
Workhorse Audio Productions	Music Recording	Workhorse Audio Productions is a full service recording studio offering professional services from demo recordings to full album productions, as well as live sound engineering.	Nov 2014 - Present	4

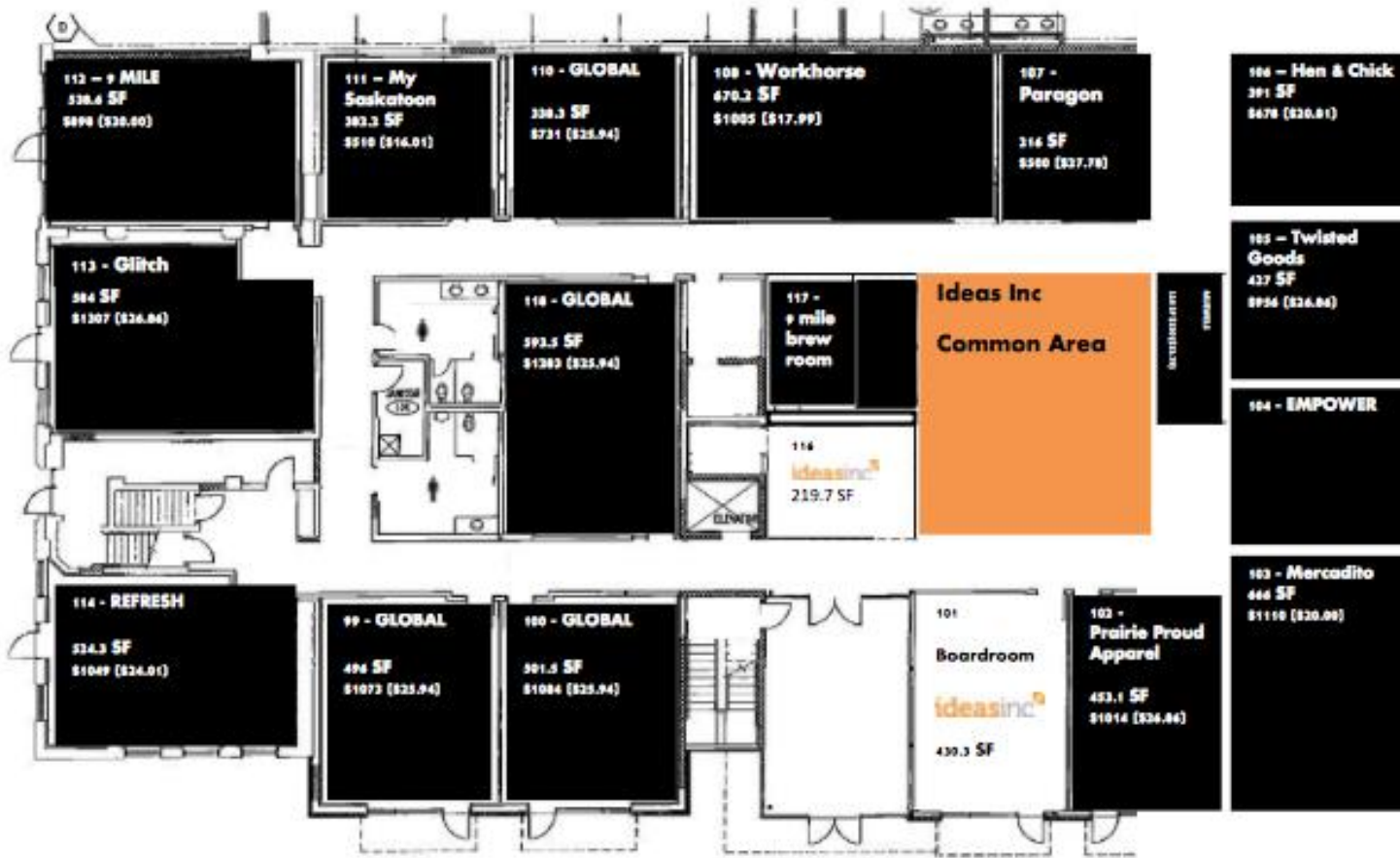
Speech Therapy Saskatoon	Professional Services	Speech Therapy Saskatoon offers an array of speech therapy services to children and adults to help them be the most effective communicators they can be. Therapy is provided in a welcoming environment conducive to learning, where a Speech-Language Pathologist works with clients on techniques and strategies to achieve their communication goals.	Sept 2014-Present	2
Health Studio 2000	Health and Wellness	(e-Lybra, Live Blood Analysis) QUANTUM ENERGY BALANCING OF THE MIND, BODY, SPIRIT & SOUL.	Aug 2014-Present	2
Jenn's Garden	Food Production	With our innovative greenhouse, we provide fresh sourced produce year round to local grocers.	July 2015-Present	7
College Pro	Painting	Our training program has long been called a "Real-World MBA", and is the core of our fundamental belief that Entrepreneurs Start Here. Our mission is to provide exceptional leadership and management training to entrepreneurs through real-world business experiences. Since 1971, we've been successfully leading thousands of entrepreneurs through their very first business experience, and we have a highly effective process by which we systematically train, mentor and support them to succeed.	July 2015-Present	10
Mijewels Designs	Jewellery	With 35 years experience in the Jewelry Industry, Mijewels Designs specializes in hand crafting custom made rings and jewelry. Mijewels Designs has the unique ability to create a wax model of your dream ring to ensure it is the perfect fit and design before purchasing. Additionally, our Jewelers have the expertise to manage all of your repair, polishing and resizing needs!	Aug 2015-Present	2
Iron Buffalo Clothing (Empower)	Apparel	We are a local mixed martial arts apparel company that is focused on the development of local talent while also trying to change our community through philanthropic means.	Aug 2015-Present	1
Scott's Repair (Empower)	Phone Repair	Scott Repair is a smartphone repair service that can fix your phone, tablet and laptop. Customer service can be the deciding factor when you are choosing where to take your device. Choose us, we believe in integrity, transparency and happy customers.	Aug 2015-Present	1
Upcycled Clothing (Empower)	Apparel	Sewing Gene Upcycled Fashion is designed and made by me in my workshop at home. I have been sewing for as long as I remember, I started making upcycled clothing about 7 years ago and I love it. The clothing in my shop is mainly women's clothing. I make a little bit of everything and every item is unique and one of a kind. My other passion is crocheting and have recently started knitting and there are crocheted items in the store. The fabric I use is used clothing, fabric and yarn from thrift stores and all sorts of goodies I have been collecting over the years. I also take custom orders on any of the stuff I make.	Aug 2015-Present	1
GROW(Empower)	Advertising	GROW.FN is currently in the second phase of development: the building, site	Aug 2015-	1

		navigation and soft launch. GROW.FN is teamed up with award winning web developers Danger Dynamite who is going to align their expertise with GROW.FN vision. Soon First Nations people across Canada will be able to showcase their talent and business profiles by clicking into their home communities and building interactive web profiles.	Present	
Gee Gees Boutique (Empower)	Apparel	Gee Gee's Boutique travels the continent as your personal shopper bringing home to you, the ultimate selection of true vintage alongside deluxe second-hand clothing that has been specifically picked to fit into your modern lifestyle.	Aug 2015-Present	1
Luxquisite	Retail Clothing	Our mission is to spread the looks we adore with a world of fashion-forward women. Whether the search is for an outfit of the day, special occasion dress or just one of the many go-to staples within every women's wardrobe. We aim to have it easily accessible and affordable in one simple online location.	Feb 2015-Sept 2015	2
New Beginnings Counselling	Professional Services	Local counselling and therapy.	Mar 2015-Aug 2015	1
My Saskatoon Retail Community Inc.	Advertising	My Saskatoon is a modern online community, enhancing the connections between local people and the home grown and locally owned retailers that make our city unique.	Nov 2014-Nov 2015	3
Paragon Property Management	Property Management	Paragon Rental Placement and Property Management Inc. is full service rental placement and property management company that services residential, apartment and condominium properties. We custom tailor our real estate services to your properties specific needs. Our ultimate goal is to help you create a quality living environment while maximizing your return on your investment!	Nov 2014-Nov 2015	1
Inspire Digital Network	Technology	Inspire Digital provides web development and social media marketing.	Sept 2014-Jan 2015	1
Performance Zone	Health and Fitness	Zone physiotherapists provide clinical assessment and management for all types of orthopedic, sports, personal, work and auto injuries, as well as post-operative rehabilitation.	Oct 2013-Jan 2015	1
Eutropius Designs	Interior Decorating	Our company offers many services such as Professional Home Staging, Interior Decorating, Room Organization, Personalized/Custom Shopping, New Home Design (interior) service, and Wedding/Event Design.	Aug 2014-Jan 2015	3
Hi Tech Solutions	Technology	Hi Tech Solution offers IT infrastructure and hardware repair.	July 2013-Jan 2015	2
Singler Real Estate	Real Estate	ESYXE is a team of diversely talented real estate professionals whose award-winning strengths ensure you successfully sell your property, find the perfect home, or make smart property investment decisions.	Jan 2013-Jan 2015	2
<b>Partner Members</b>				

Futurpreneur	Professional Services	Futurpreneur Canada has been fueling the entrepreneurial passions of Canada's young enterprise for nearly two decades. We are the only national, non-profit organization that provides financing, mentoring and support tools to aspiring business owners aged 18-39. Our internationally recognized mentoring program hand matches young entrepreneurs with a business expert from a network of more than 2,800 volunteer mentors.	Aug 2015-Present	1
Global Infobrokers/Praxis	Professional Services	Global Infobrokers Inc. helps entrepreneurs launch and build companies through training, development, networking and coaching through our Praxis School of Entrepreneurship (post secondary), Praxis International Institute (high school), services for international entrepreneurs, research and consulting services.	Sept 2007-Present	4
Refresh Inc	Professional Services	Refresh is a dynamic marketing and business strategy firm that specializes in building powerful brands and using technology to help clients grow their market share.	Sept 2007-Present	4
RG Ventures	Hotel Administration	Family firm which own and operate three hotels, including the Prince Albert Inn and two in the United States	Aug 2014-Present	2
Alberici Western Constructors Ltd.	Construction	Alberici Western Constructors, Ltd. (AWCL) is an industrial contractor operating in the four Western provinces of Canada—Manitoba, Saskatchewan, Alberta and British Columbia. AWCL is a multi-discipline contractor that serves primarily the energy and natural resource markets.	Nov 2014-Present	1
Seda	Professional Services	From community economic development and social enterprise to international trade and investment, SEDA works consistently to support practitioners and community leaders in all paths of economic development.	July 2014-Aug 2015	1
Community Futures	Professional Services	Community Futures strives to build social, community economic and entrepreneurial capacity, placing emphasis on long-range planning and results.	May 2014-Sept 2015	1
<b>Total</b>				<b>81</b>

Current Clients, OCTOBER 1<sup>ST</sup>, 2015

Saskatoon Ideas Inc. (306) 653-2007, info@ideasyxe.com, www.ideasyxe.com



Total leasable floor space on main floor : 7728.2 ft<sup>2</sup>

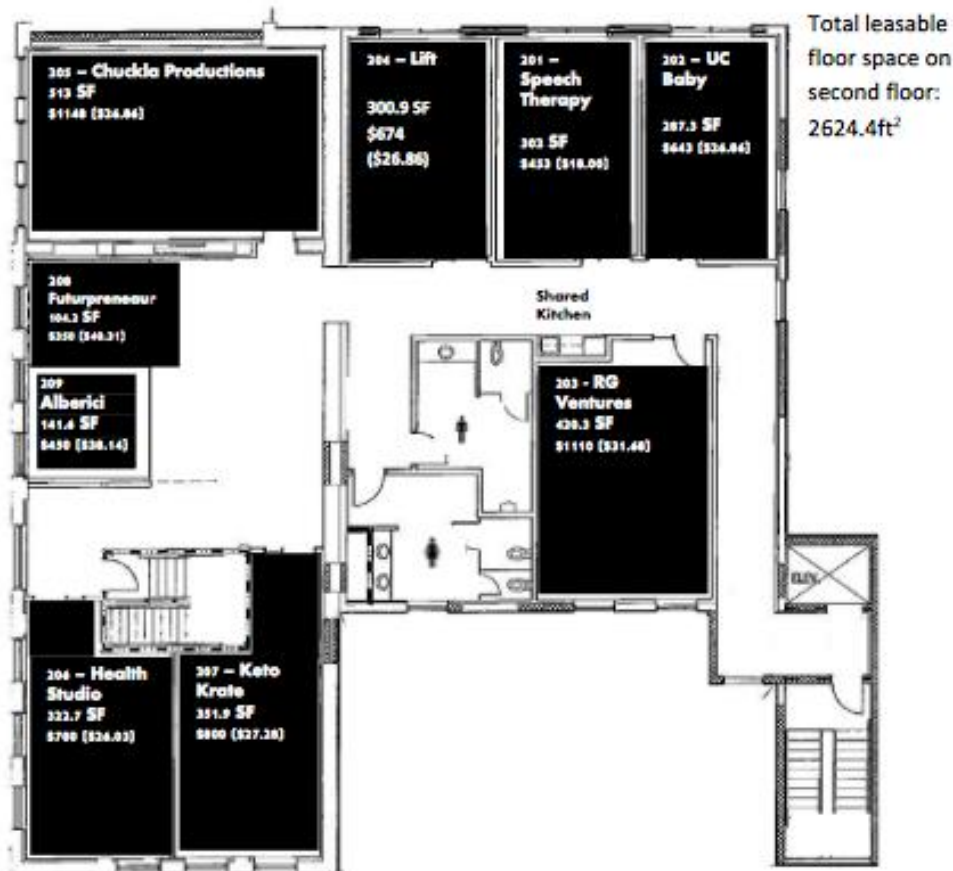
Total leasable floor space in building: 10352.6 ft<sup>2</sup>






Current Clients, OCTOBER 1<sup>ST</sup>, 2015

Saskatoon Ideas Inc. (306) 653-2007, info@ideasyxe.com, www.ideasyxe.com

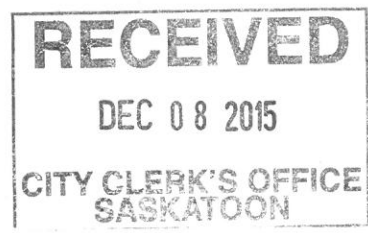


 SECOND FLOOR PLAN

## Appendix 3: Market Members

Company Name	Description
So Cute Kids Boutique	Children's clothing
Earthz Edge	Rocks, gemstones, fossils
Aware Salon and Wellness Centre	hair salon and wellness centre
OOTO	Loose gemstones, gemstone pouches, acrylic art, watercolour art, gemstone jewellery, scarves, bolsters, cushions, salt lamps.
Randy's Sewing	Courier bags, blankets, duffle bags, aprons, shopping bags
Soap Cutts Handmade Soap	Handmade soap, crocheted washcloths, soap savers, wood and rocky soap dishes.
Marrakech Market	Retailer Moroccan home décor Moroccan leather pouf, Leather slippers, leather bags.
Harvest Moon	French Linens and County Kitchen Finery
Lilly's Pure Silks n Cashmere	All handmade pure silk scarves, pure Cashmere Pashmina wool scarves, pure silk blouses, embroidered cushion covers, Papier Mache gift items etc.,
Over the Hill Creations	Hand made jewellery and art from cutlery and re-purposed materials
Shang Hi Outfitters	Sneakers and laces
ECO-FRIENDLY JEWELRY	Jewellery, toys

**From:** Donald Macpherson <wingmate3@sasktel.net>  
**Sent:** Monday, December 07, 2015 5:44 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Monday, December 7, 2015 - 17:44  
Submitted by anonymous user: 216.126.201.57  
Submitted values are:

Date: Monday, December 07, 2015  
To: His Worship the Mayor and Members of City Council  
First Name: Donald  
Last Name: Macpherson  
Address: #212- 2101 Preston S  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7J 2E7  
Email: wingmate3@sasktel.net

Comments:  
Subject: Request for tax exempt status for Aviation Museum at the Saskatoon Airport

Saskatchewan Aviation Historical Society Certificate of Incorporation under the Non-Profit Corporations Act, 1995 #101095383

The Saskatchewan Aviation Historical Society with the support of the Saskatoon Airport Authority and numerous individuals and organization will build a Saskatchewan aviation museum and learning centre at the Saskatoon Airport. The museum will become a major attraction in our city.

In order to complete our Business Plan the SAHS requests tax exempt status from the City of Saskatoon. A SAHS representative would be pleased to discuss the museum plan with Council.

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/53843>

**Kanak, Diane (Clerks)**

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**From:** Alex Fallon <afallon@sreda.com>  
**Sent:** December 29, 2015 12:13 PM  
**To:** Kanak, Diane (Clerks)  
**Cc:** Sutherland, Shelley (AF - Corporate Revenue); Brooks, Yvonne (Asset & Financial Management)  
**Subject:** SREDA 2015/2016 Reporting to the City of Saskatoon - January 4 SPC Finance Committee  
**Attachments:** SREDA Report Contents and Summary.pdf; 1. SREDA 2015 KPI End of Year Performance Report - Finance Committee.pdf; 2. SREDA 2015 Economic Impact ROI Infographic - Finance Committee.pdf; 3. SREDA 2016 Operational Plan - BUDGET.pdf; 4. SREDA 2016 Operational Plan - KPIs.pptx

Hi Diane,

Please find attached **SREDA's 2015/2016 Report** for the January 4 SPC Finance Committee.

I've attached the **Report Contents & Executive Summary**, along with 4 documents:

- 1/2015 Corporate Performance (KPIs)
- 2/2015 Economic Impact Reporting
- 3/2016 Operational Plan – BUDGET
- 4/2016 Operational Plan – KEY PERFORMANCE INDICATORS

Sorry, I didn't have the software on my laptop to put these all into one PDF.

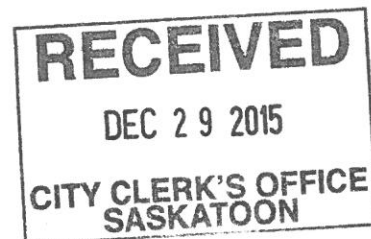
Please let me know if you have any questions or require more info.

Also, can you confirm receipt of this email.

Thanks,

Alex

**Alex L. Fallon**  
**President & Chief Executive Officer**  
Saskatoon Regional Economic Development Authority (SREDA)  
Suite 103, 202 Fourth Avenue N | Saskatoon, SK | S7K 0K1  
t: 306-250-8505  
[www.sreda.com](http://www.sreda.com) | [www.livingsaskatoon.com](http://www.livingsaskatoon.com)





## **SREDA's 2015/2016 Report to the City of Saskatoon**

### **Contents & Executive Summary**

#### **1/ 2015 Corporate Performance (KPI's)**

- SREDA achieved 94% of its 2015 Key Performance Indicators in 2015
- Per the City of Saskatoon – SREDA Funding Agreement, this result triggers a Performance Related Bonus Payment of \$117,500.00 to SREDA (maximum of \$125,000)

#### **2/ 2015 Economic Impact Reporting**

- The total Economic Impact of SREDA's programs and services in 2015 was \$68.6M versus a target of \$64M. This is the first time in SREDA's history that the organization has reported an economic impact figure. MNP was engaged to independently review SREDA's methodology and figures.
- When compared against its 2015 budget, SREDA's economic impact performance means the organisation achieved a Return on Investment of \$39:\$1. For every dollar invested in SREDA, the organization helped generate \$39 of economic impact across the Saskatoon region.

#### **3/ 2016 Operations - Budget**

- Total Revenue: \$2,007,009
- Total Expenses: \$1,930,209
- Net Income: \$76,800

#### **4/ 2016 Operations – Key Performance Indicators**

- 22 Key Performance Indicators set
- Split across our '6 pillars' of Economic Development:
  - Business Attraction
  - Business Expansion
  - Entrepreneurship
  - Regional Planning
  - Economic Forecasting & Analysis
  - Marketing the Saskatoon Region



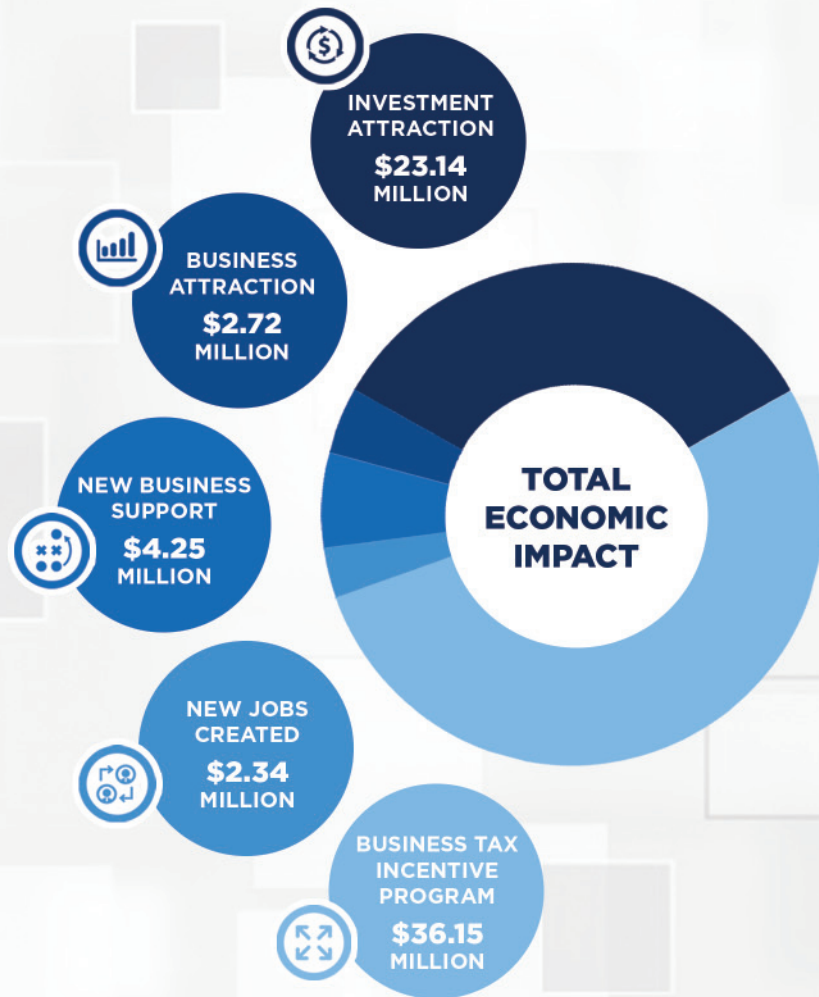
No.	KPI	Target	YTD	Weighting	2015 Claim
1	Qualified Business Attraction Leads	12	27	10%	10%
2	Business Attraction Wins	\$2M	\$1.76M	10%	8%
3	Investment Attraction Clients	80	88	10%	10%
4	Investment Attracted	\$12M	\$17.04M	10%	10%
5	3 Businesses Utilizing the Tax Incentive Program	3	3	5%	5%
6	New jobs created under the Tax Incentive Program	50	28.4	5%	3%
7	Assist Companies with Expansion Strategies	2	2	10%	10%
8	Deliver 2 Breaking Barriers to Growth Events	2	4	3%	3%
9	Host Saskatoon Economic Outlook Forums	2	2	3%	3%
10	Publish SREDA Insights Reports	2	2	3%	3%
11	Host Industry Roundtables	2	2	3%	3%
12	Produce Quarterly & Annual Economic Indicator Reports	4/1	4/1	3%	3%
13	Complete Private Sector Satisfaction Survey and Grow Baseline Results by 10% by End of Year	1/+10%	1/+10%	3%	3%
14	SREDA Overview Presentations to Key Stakeholders	15	16	3%	3%
15	Market Saskatoon & Area (Support Population Growth of 2.5%)	2.5%	Marketing Campaign Completed	3%	3%
16	Coordinate an Economic Impact Study on the Perimeter Highway	1	0.5	4%	2%
17	Chair 3 Regional Economic Development Committees	3	3	3%	3%
18	Maintain our Square One Contract with WED	Maintain	Secured	3%	3%
19	Support SK Entrepreneurs to Establish/Grow Business	4,000	3,852	3%	2.75%
20	Reduce costs by 5%	5%	5%	3%	3%
	<b>TOTAL</b>			<b>100%</b>	<b>94%</b>



# SREDA 2015 RESULTS

## 2015 ECONOMIC IMPACT

# \$68.6 MILLION

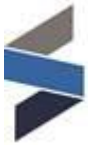


“ 2015 was a milestone year for SREDA. We are proud to announce that for the first-time ever, SREDA is able to report an economic impact of our services and return on investment to our investors.”  
*Alex Fallon, President and CEO of SREDA*

## ECONOMIC IMPACT ROI \$39

For every \$1 invested in SREDA, SREDA helped generate \$39 of economic impact in the Saskatoon regional economy.

SREDA PERFORMANCE HIGHLIGHTS	RESULT
Investment Attraction	\$23.14M
Business Attraction	\$2.72M
Businesses Using the Business Development Incentive	3
News Jobs Created Under the Business Development Incentive	28.4
Local Company Expansion Strategy Support	2
Industry Roundtables	2
Economic Updates	5
Assisted Saskatchewan Entrepreneurs	3,852



## SREDA 2016 Revenue

City of Saskatoon (Funding)	\$702,000
City of Saskatoon (Bonus)	\$112,500
Private Sector Investors (PSI)	\$195,000
Regional Members	\$65,000
SK Immigrant Nominee Program (SINP)	\$30,000
Fee for Service	\$82,500
S'toon Aboriginal Employment Partnership Mngt (SAEP)	\$19,300
Federal Government	\$30,000
Sponsorship/Misc	\$7,500
<b>SREDA SUB TOTAL</b>	<b>\$1,243,800</b>
Square One	\$566,516
Saskatoon Aboriginal Employment Program	\$196,693
<b>TOTAL SREDA 2016 REVENUE</b>	<b>\$2,007,009</b>

## SREDA 2016 Expenses

SREDA Salaries	\$843,000
SREDA Rent	\$102,000
SREDA Administration	\$85,000
Business Attraction	\$33,000
Business Expansion	\$20,000
Economic Forecasting & Analysis	\$35,000
Regional Affairs	\$24,000
Marketing Saskatoon	\$25,000
<b>SREDA SUB TOTAL</b>	<b>\$1,167,000</b>
Square One	\$566,516
Saskatoon Aboriginal Employment Program	\$196,693
<b>TOTAL SREDA 2016 EXPENSES</b>	<b>\$1,930,209</b>

**2016 NET INCOME**

**\$76,800**

# 2016 KPIs

Economic Development Pillar	Key Performance Indicators	%
<b>Business Attraction</b>	1. 12 Qualified Business Attraction Leads	5
	2. \$1M of Business Attraction Wins	5
	3. 80 Investment Attraction Clients	3
	4. \$12M of Investment Attraction Wins	5
<b>Business Expansion</b>	1. 2 Businesses Utilizing the City of Saskatoon Business Development Incentives Policy	5
	2. 10 New Jobs Created under the City of Saskatoon Business Development Tax Incentives Policy	5
	3. Provide 5 Saskatoon Region Companies with Market Research to Support Business Expansions or Startup	5
	4. Host 2 Industry Roundtables to Identify Barriers to Business Growth in the Saskatoon Region and Produce SREDA Insight Reports to Summarize Findings for Consideration by the City of Saskatoon / Regional Members	3
<b>Entrepreneurship</b>	1. Maintain Funding from the Federal Government to Provide Square One Services in Saskatchewan	5
	2. Provide 3,500 Saskatchewan Entrepreneurs with Support to Establish or Grow a Business	5
	3. Host 10 Events/Training Sessions to Promote Entrepreneurship in the Saskatoon Region	5
<b>Economic Forecasting &amp; Analysis</b>	1. Host Quarterly Economic Update Forums	5
	2. Produce Quarterly Saskatoon Economic Dashboard Reports	5
	3. Host an Annual State of the Economy Forum	5
	4. Provide Daily Economic Newsflash Bulletin to over 1,000 Professionals in the Saskatoon Region	3
	5. Complete 2 Economic Impact Studies	5
<b>Marketing the Region</b>	1. Market Saskatoon Region to 5,000 non SK residents to Support Population Growth	5
	2. Market Saskatoon Region to 1,000 international residents to Support Investment Attraction / Population Growth	5
<b>Regional Affairs</b>	1. Develop a Marketing Plan & Regional Profiles to Showcase the Saskatoon Region to Businesses and Investors	5
	2. Lead the Development of Regional Economic Development / Planning Best Practices for Regional Members	3
	3. Provide Funding Application Expertise to all Regional Members to Support Applications to the Federal Government for Financial Support on Infrastructure Projects	3
	4. Share at least 5 Business Attraction Leads with Regional Members	5



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## Additional Audit Fees 2014 Year End – External Auditor

### Recommendation

That the invoice from Deloitte for \$51,360 (plus GST and PST) for additional audit fees for completion of the 2014 year-end financial audit be approved for payment.

### Topic and Purpose

The purpose of this report is to receive the Standing Policy Committee on Finance's approval for the payment for additional fees resulting from the 2014 year-end audit by Deloitte to compensate for time that is out of scope of the external audit contract.

### Report Highlights

1. The City of Saskatoon's (City) 2014 year-end audit required additional work by the auditors. The net amount of \$51,360 (plus taxes) is being invoiced by the Auditor.

### Strategic Goal

This report supports the Asset and Financial Sustainability strategic goal and the long-term strategy of protecting the City's credit rating by ensuring sound financial policies and practices.

### Background

The 2014 Audited Financial Statements were approved at the regular meeting of Council on August 20, 2015.

### Report

#### Additional Audit Fees

Deloitte, the City's external Auditor, is under an agreement that is awarded through a Request for Proposal process to fulfill the annual audit for the City's consolidated financial statements. The fees to conduct the audit are included as part of the audit agreement, and are based on a normal scope of the work required to complete the annual audit. Any additional work outside of this scope is billed on an exception basis.

The additional fees identified were the result of the auditors having to reallocate resources during the year-end audit caused by complications in the audit process which civic staff required additional time to work through.

The Administration believes the additional cost is reasonable and recommends payment of the invoice (Attachment 1).

### Options to the Recommendation

There are no options to the recommendation.



**Financial Implications**

The amount of the invoice is considered out of scope from the original contract and therefore is unbudgeted. The net impact will be \$51,360 plus taxes.

**Other Considerations/Implications**

There are no policy, environmental, privacy, public and/or stakeholder involvement or CPTED implications or considerations, and a communication plan is not required.

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

Further follow-up and/or project completion is not required.

**Public Notice**

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

**Attachment**

1. Deloitte Invoice No. 3941696

**Report Approval**

Written by: Clae Hack, Director of Finance  
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Additional Audit Fees 2015\_Jan 2015.docx



Deloitte LLP  
122 - 1st Avenue South,  
Suite 400,  
Saskatoon, SK S7K 7E5  
Canada

Telephone: (306) 343-4400  
Facsimile: (306) 343-4480  
www.deloitte.ca

City of Saskatoon  
City Hall  
Attention: Clae Hack CPA, CA,MPAcc  
Director of Finance and Supply  
222 3rd Avenue North  
Saskatoon, SK S7K 0J5

Date: November 18, 2015  
Invoice No: 3941696  
Client No: 821051  
Billing Partner: A. Coutts  
GST Registration no: 133245290

## Invoice - replaces invoice 3936142

<b>Professional services rendered</b>	
Final billing for extra time spent in relation to the audit of the City of Saskatoon for the year ended December 31, 2014. Additional time incurred related to multiple changes and errors in the consolidation, investigation into balancing error and review of reserves, errors in government transfer revenue recognition, multiple versions of the financial statements, errors identified and investigated in tangible capital assets, valuation of accounts receivable for sale of land, pension and cash as well as overall inefficiencies due to the timing to finalize the financial statements.	
Our fee	\$59,720.00
Discount	( 11,720.00)
	48,000.00
Administration fee of 7%	3,360.00
	\$51,360.00
GST at 5%	2,568.00
PST at 5% for Saskatchewan	2,568.00
<b>Amount payable CAD</b>	<b>\$56,496.00</b>

Accounts shall be due and payable when rendered. Interest shall be calculated at a simple daily rate of 0.0493% (equivalent to 18% per annum). Interest shall be charged and payable at this rate on any part of an account which remains unpaid from thirty (30) days after the invoice date to the date on which the entire account is paid.

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## Canada 150 Community Infrastructure Program

### Recommendation

That the information be received.

### Topic and Purpose

The purpose of this report is to provide information on the projects that received approval and will receive funding from the Canada 150 Community Infrastructure Program (Canada 150).

### Report Highlights

1. The City of Saskatoon (City) received approval for funding from Canada 150 for two projects: Play Structure Upgrade and Replacement and the White Buffalo Youth Lodge Roof Replacement.
2. These projects are expected to be completed and funding received by March 2018.

### Strategic Goal

This report supports the long-term strategy of reducing the gap in the funding required to rehabilitate and maintain the City's infrastructure under the strategic goal of Asset and Financial Sustainability. This report also supports the long-term strategy of ensuring existing and future leisure centres, and other recreational facilities, are accessible physically and financially and meet community needs under the strategic goal of Quality of Life.

### Background

At the Executive Committee meeting on June 15, 2015, it was resolved that the Administration submit the following project applications to the Canada 150 Community Infrastructure Program:

1. Meewasin Valley Authority (MVA) Trail Completion
2. Saskatoon Field House Main Track Flooring Repair
3. White Buffalo Youth Lodge Roof
4. Play Structures – City Wide
5. Mendel Building – Accessibility Lifts

### Report

The first project listed, MVA Trail Completion (southwest) was submitted by the MVA. The remaining four projects approved at the June 15, 2015 Executive Committee meeting were submitted to the Government of Canada for approval under Canada 150. In August 2015, the City received confirmation of funding for the Play Structure Upgrade and Replacement, and the White Buffalo Youth Lodge Roof Replacement.

The projected total cost for the Play Structure Upgrade and Replacement Project is \$1M, of which the Canada 150 funding will cover 50% of the eligible costs of the project. The City will fund the remaining costs from the Dedicated Lands Reserve. This project is expected to commence in April 2016 and be completed by March 2018.

The projected total cost for the White Buffalo Youth Lodge Roof Replacement Project is \$620,000, of which the Canada 150 funding will cover 50% of the eligible costs of the project. The City will fund the remaining cost from the Civic Buildings Comprehensive Maintenance Reserve. This project is expected to commence in early 2017 and be completed by March 2018.

**Financial Implications**

The financial implications have been considered and are shown in the Capital Plans for Capital Project 1938 - Playground Structures Upgrade and Replacement, and Capital Project 1135 for the White Buffalo Youth Lodge Roof Replacement.

**Other Considerations/Implications**

There are no options, policy, environmental, privacy, or CPTED implications or considerations, and a communication plan is not required.

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

Both projects are expected to be complete by March 2018, with all final reporting due to the Minister responsible for Western Economic Diversification by April 30, 2018.

**Public Notice**

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

**Report Approval**

Written by: Kari Smith, Manager of Financial Planning  
Reviewed by: Clae Hack, Director of Finance  
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

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## **Request to Administer Revised Development Controls – Westview and Kensington Neighbourhoods**

### **Recommendation**

That the Director of Saskatoon Land be authorized to administer revised development controls for Parcel X, Plan No. 102193534, Lots 1 to 7, Block 107, Plan No. 102144844 and Lots 1 to 4, Block 109, Plan No. 102144844 in the Kensington neighbourhood and for Lots 11 to 13, Block 664, Plan No. 102131592 in the Westview neighbourhood.

### **Topic and Purpose**

The purpose of this report is to obtain approval to administer a revised set of development controls for 11 residential lots and 1 multi-family parcel in the Kensington neighbourhood, and 3 residential lots in the Westview neighbourhood. The revised development controls are based on recent builder and customer input and will help create a more affordable product.

### **Report Highlights**

1. Saskatoon Land proposes to administer revised development controls for Parcel X, Plan No. 102193534, Lots 1 to 7, Block 107, Plan No. 102144844 and Lots 1 to 4, Block 109, Plan No. 102144844 in the Kensington neighbourhood. The proposed revisions stem from recent builder input relating to housing affordability and home building efficiencies.
2. Saskatoon Land proposes to administer revised development controls for Lots 11, 12, and 13, Block 664, Plan No. 102131592 in the Westview neighbourhood. The proposed revisions are based on a change in anticipated land use and are consistent with current Saskatoon Land practices.

### **Strategic Goal**

Facilitating a more marketable product through the proposed development control revisions supports the long-term strategy of increasing revenue sources and reducing reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability.

### **Background**

City Council, at its meeting held on November 4, 2013 approved a recommendation authorizing the Director of Saskatoon Land to administer development controls for two pre-designated Type II Residential Care Home lots and one single-family lot in the Westview neighbourhood.

At the October 6, 2014 Standing Policy Committee on Finance meeting, a recommendation was adopted authorizing the Director of Saskatoon Land to administer development controls for 85 single-family lots in the Kensington neighbourhood. Changing market conditions and a desire to provide flexibility for future purchasers has necessitated these amendments.



## Request to Administer Revised Development Controls – Kensington and Westview Neighbourhoods

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At the August 17, 2015 Standing Policy Committee on Finance meeting, a recommendation was adopted authorizing the Director of Saskatoon Land to administer development controls for three multi-family parcels in the Kensington neighbourhood, including Parcel X, Plan No. 102193534.

### Report

#### Kensington Multi-Family Parcel (Parcel X, Plan No. 102193534)

Saskatoon Land's initial development controls for Parcel X included a provision which prohibited the use of vinyl siding as an exterior building material on all three sites. Recent input from builders on Saskatoon Land's Eligible Contractor List expressed concern with this provision primarily related to concerns over cost and construction timelines. Vinyl siding is generally viewed as the most economical cladding type, and builders expressed concerns that cost increases associated with the use of other types of exterior cladding would impact home affordability. Builders also cited concerns over the inability to apply materials other than vinyl during winter months, further impacting costs, construction timelines, and affordability.

Based on this input, Saskatoon Land proposes to remove the "no vinyl" restriction on Parcel X. The "no vinyl" provision would remain for Parcel 225 and Parcel Y. Parcel 225 backs onto a wet pond and was designed to accommodate walk-out basement housing types. Pond-backing walk-out lots are generally geared towards mid to higher-end price points, which are capable of absorbing the added material cost associated with other cladding types. Parcel Y directly faces Parcel 225, and maintaining this provision for both sites will facilitate a consistent streetscape. Additionally, both sites are highly visible fronting onto Kensington Boulevard, which is the main north/south roadway in the neighbourhood.

#### Kensington Lots 1 to 7, Block 107 and Lots 1 to 4, Block 109, Plan No. 102144844

Saskatoon Land's initial development controls included a "no vinyl" restriction on 11 linear park-backing lots in the City of Saskatoon's (City) Phase 2 ownership area in Kensington. For the reasons noted above, Saskatoon Land proposes to remove the "no vinyl" restriction on these lots as well.

#### Westview Lots (Lots 11, 12 and 13, Block 664, Plan No. 102131592)

Among other items, Saskatoon Land's initial development controls for these lots addressed the need for a double-wide attached garage, exterior building material requirements and minimum roof-pitch requirement.

A Type II Residential Care Home refers to a care home with 6 to 15 residents. Type II Residential Care Home properties are a discretionary use in all low-density residential zoning districts. In suburban growth areas they are encouraged to locate on lots which are pre-designated at the Neighbourhood Concept Plan stage. A Type I Residential Care Home refers to a care home with no more than five residents. A Type I Residential Care Home is a fully permitted land use in all low-density residential zoning districts. The need for a double-wide attached garage was based on the presumed use of Lots 12 and 13 as Type II Residential Care Home sites, which typically require four off-street parking spaces. In accordance with Saskatoon Land's administrative procedure,

## **Request to Administer Revised Development Controls – Kensington and Westview Neighbourhoods**

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pre-designated Type II Residential Care Home lots that are not sold within a period of one year are made available for sale over-the-counter for any permitted use within the applicable zoning district. Lots 12 and 13 did not sell within the one year timeframe for the purpose of a Type II Residential Care Home.

Saskatoon Land has an agreement in place with Saskatchewan Housing Corporation (Sask Housing) for the development of a Type I Residential Care Home on lot 12. Sask Housing's desired building plans include provisions for a single-wide garage only. Saskatoon Land proposes revising the attached garage provision from a double-wide garage to a single-wide garage on all three lots since this provision was initially predicated on the use of Lots 12 and 13 as larger Type II Care Home sites. Revising the garage provision for Lot 11 will allow for consistency with adjacent Lots 12 and 13.

The initial development controls for Lots 11, 12, and 13 included provisions requiring a masonry application of a minimum area of 100 square feet along the front building elevation and a minimum 6-in-12 roof pitch.

Due to changes in builder preferences, new home designs and a movement toward a variety of cladding materials and different roof styles, Saskatoon Land proposes to remove the roof-pitch requirement and revise the masonry requirement as follows:

- All dwellings require a minimum of two different exterior building materials on the front elevation with each material being no less than 75 square feet in area or a minimum of three exterior building materials with each material being no less than 40 square feet in area.

Attachment 1 is a map indicating the location of the Westview lots, Kensington lots and multi-family parcel. Attachment 2 is a complete list of the original and proposed development controls for the Kensington multi-family parcel and Westview lots.

### **Options to the Recommendation**

The Standing Policy Committee on Finance could choose to maintain the existing development controls or approve a combination of existing and proposed development controls.

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

These sites are consistent with the approved Neighbourhood Concept Plan. Public and/or stakeholder involvement is not required.

### **Communication Plan**

The revised development controls for the Kensington multi-family parcel and 11 residential lots will be included in the tender package at the time of the public tender and lot draw. The revised development controls for the Westview lots will be posted on the City's website.

### **Other Considerations/Implications**

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

**Request to Administer Revised Development Controls – Kensington and Westview  
Neighbourhoods**

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

There is no due date for follow-up and/or project completion required.

**Public Notice**

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

**Attachments**

1. Location Plan Map
2. Original and Proposed Development Controls

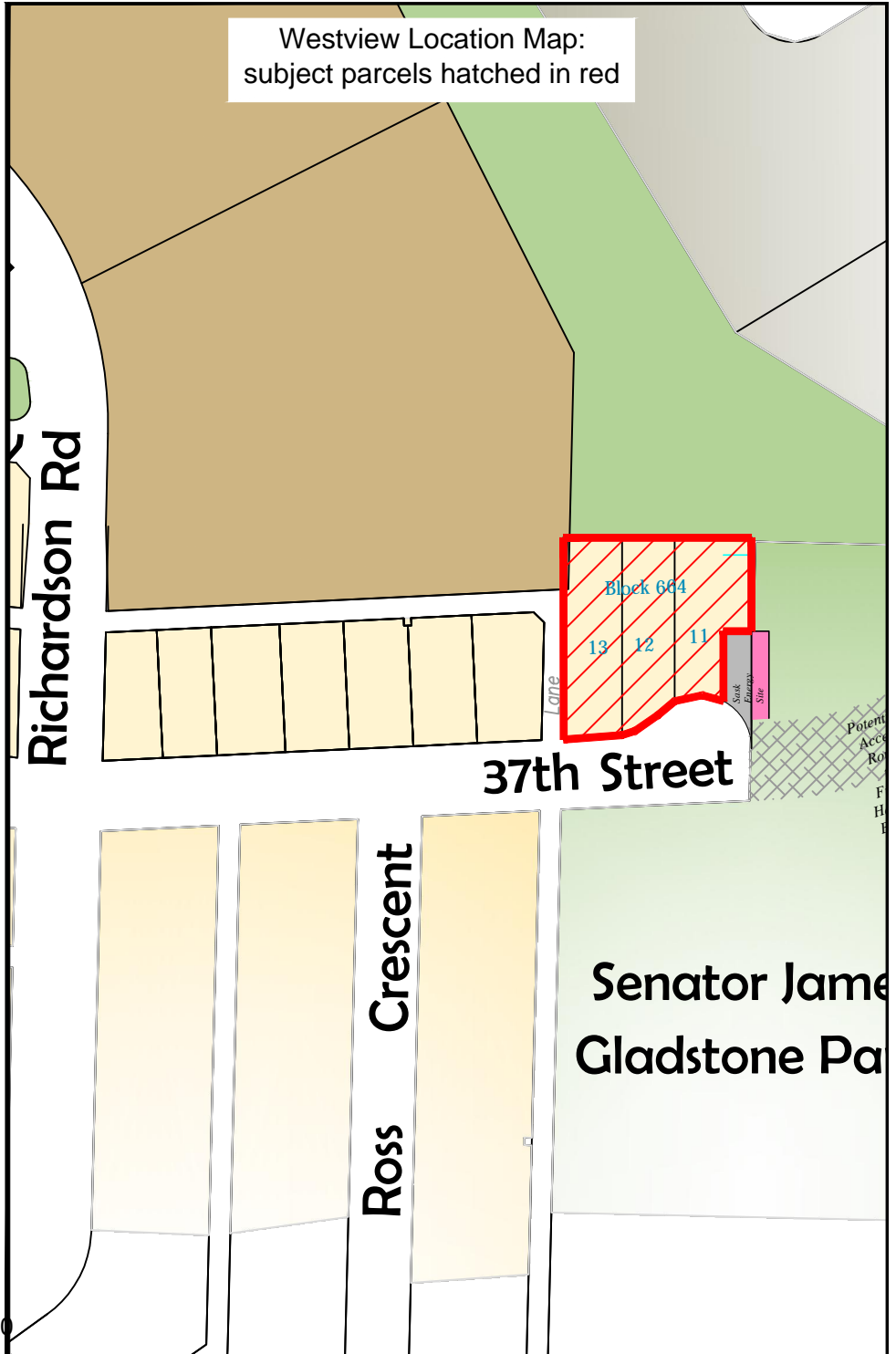
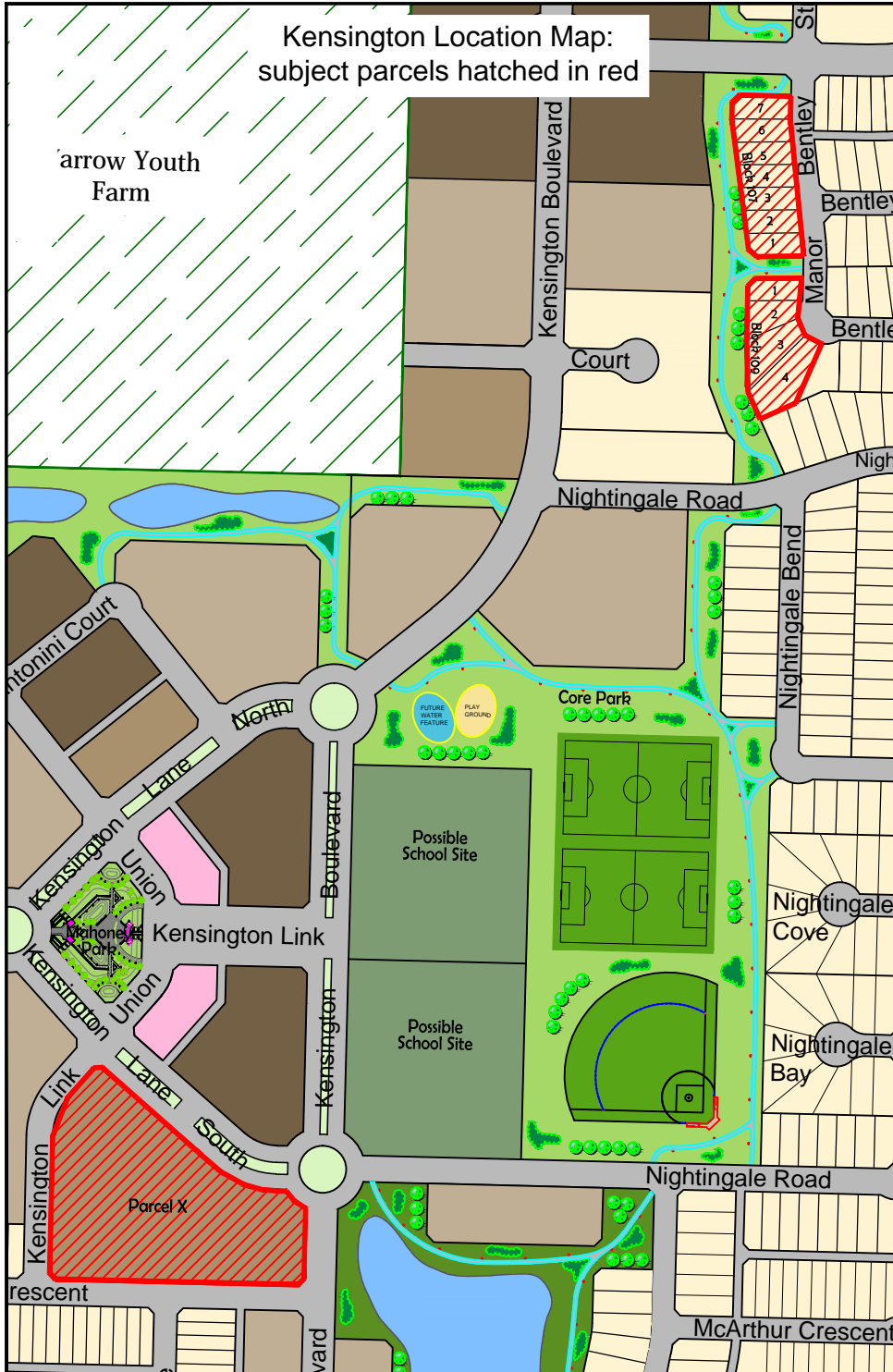
**Report Approval**

Written by: Matt Grazier, Senior Planner  
Reviewed by: Frank Long, Director of Saskatoon Land  
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial  
Management Department

Revised Development Controls\_Kensington\_Westview.docx

Attachment 1

Location Plan Map



**Original and Proposed Development Controls**

1. **Kensington Original Development Controls (Parcel X, Plan No. 102193534)**
  - a) Vinyl Siding is not permitted as an exterior building material on any of the elevations of any dwelling units.
  
2. **Kensington Revised Development Controls (Parcel X, Plan No. 102193534)**

No other development controls exist for this site. Site design and architectural elements will be reviewed by Saskatoon Land for compliance with Saskatoon Land's Architectural Controls for Multi-Unit Dwelling Districts.
  
3. **Kensington Original Development Controls (Lots 1 to 7, Block 107 and Lots 1 to 4, Block 109, Plan No. 102144844)**
  - a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
    - i) 1,200 square feet in the case of a bungalow, bi-level or split-level dwelling;
    - ii) 1,500 square feet in the case of a two-storey dwelling;
  - b) All dwellings must be constructed with a minimum double-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 5.4 metres wide and 6.0 metres long;
  - c) The roof of the principle dwelling shall have a minimum 6-in-12 roof pitch;
  - d) All dwellings require a minimum of two different exterior building materials on the front elevation with each material being no less than 75 square feet in area or a minimum of three exterior building materials with each material being no less than 40 square feet in area; and
  - e) Vinyl siding is not permitted as an exterior building material on any of the elevations of the dwelling unit.
  
4. **Kensington Revised Development Controls (Lots 1 to 7, Block 107 and Lots 1 to 4, Block 109, Plan No. 102144844)**
  - a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
    - i) 1,200 square feet in the case of a bungalow, bi-level or split-level dwelling;
    - ii) 1,500 square feet in the case of a two-storey dwelling;
  - b) All dwellings must be constructed with a minimum double-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 5.4 metres wide and 6.0 metres long;
  - c) The roof of the principle dwelling shall have a minimum 6-in-12 roof pitch; and
  - d) All dwellings require a minimum of two different exterior building materials on the front elevation with each material being no less than 75 square feet in area or a minimum of three exterior building materials with each material being no less than 40 square feet in area.

**5. Westview Original Development Controls (Lots 11 to 13, Block 664, Plan No. 102131592)**

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i) 1,000 square feet in the case of a bungalow, bi-level or split-level dwelling;
  - ii) 1,200 square feet in the case of a two-storey dwelling;
- b) All dwellings must be constructed with a minimum double-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 5.4 metres wide and 6.0 metres long;
- c) The roof of the principal dwelling shall have a minimum 6-in-12 pitch; and
- d) Brick, stone or manufactured stone requiring a masonry application will be required on the front elevation of all dwellings. The masonry application on each building must be the equivalent of 100 square feet in area and where the masonry application meets a building corner, it must be returned 24 inches around the corner.

**6. Westview Revised Development Controls (Lots 11-13, Block 664, Plan No. 102131592)**

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i) 1,000 square feet in the case of a bungalow, bi-level or split-level dwelling;
  - ii) 1,200 square feet in the case of a two-storey dwelling;
- b) All dwellings must be constructed with a minimum single-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 3.5 metres wide and 6.0 metres long;
- c) All dwellings require a minimum of two different exterior building materials on the front elevation with each material being no less than 75 square feet in area or a minimum of three exterior building materials with each material being no less than 40 square feet in area.



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## Property Realized Reserve Withdrawal

### Recommendation

That the Standing Policy Committee on Finance recommend to City Council that \$674,109.93 be withdrawn from the Property Realized Reserve to fund miscellaneous land development and related sales costs incurred during the period December 1, 2014, to November 30, 2015, be approved.

### Topic and Purpose

The purpose of this report is to obtain City Council approval for the withdrawal of funds from the Property Realized Reserve (PRR), as required by Capital Bylaw 6774, to fund expenditures from land purchases by the City of Saskatoon (City) and other miscellaneous land development costs for preparing land for resale.

### Report Highlights

1. Expenditures totalling \$674,109.93 requires City Council's approval to use funds from the PRR.

### Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by being open, accountable and transparent, particularly when it comes to the resource allocation and collection decisions the City makes.

### Background

The Director of Saskatoon Land, Asset and Financial Management Department, is authorized to make certain expenditures pertaining to lands held by the City for resale. However, part of the authorization process requires that the Finance Division submit a summarized listing of expenditures incurred during the year from the PRR for City Council's approval. This period has been identified from December 1 of the previous fiscal year to the end of November of the current fiscal year.

### Report

The expenditures for the period December 1, 2014 to November 30, 2015 requiring City Council's approval to withdraw from the PRR are as follows:

Item	Amount
Commissions	\$521,428.88
Subdivision Costs	51,769.25
Environmental Assessments/Costs	42,048.11
Survey Costs	33,628.41
Miscellaneous	14,797.29
Land Title Registration/Searches Costs	10,437.99
<b>Total</b>	<b>\$674,109.93</b>

**Options to the Recommendation**

City Council can choose not approve the withdrawal of funds from the PRR which would result in determining another source of funding of the costs identified above.

**Public and/or Stakeholder Involvement**

Public and/or stakeholder involvement is not required.

**Financial Implications**

The financial implications are addressed in the body of this report.

**Other Considerations/Implications**

There are no policy, environmental, privacy, or CPTED implications or considerations and a communication plan is not required.

**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: Lana Geib, Budget and Financial Analyst  
Reviewed by: Clae Hack, Director of Finance  
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

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## SED Industrial Park #1– Southwest Industrial

### Recommendation

That the Standing Policy Committee on Finance recommend to City Council:

1. That the removal of Municipal Reserve Designation from 2.59 acres of land in the South West Industrial Area – SED Industrial Park #1 be approved;
2. That the Administration be requested to prepare the necessary bylaws and public notice procedures related to the sale of the Municipal Reserve; and
3. That the net proceeds from the sale of the land be placed in the Dedicated Lands Account Reserve.

### Topic and Purpose

The Administration is requesting approval to remove the Municipal Reserve (MR) designation of 2.59 acres of land in SED Industrial Park #1 in the South West Industrial Area.

### Report Highlights

1. Approval is requested to remove the designation of 2.59 acres of MR land in SED Industrial Park #1 in the South West Industrial area.

### Strategic Goal

This report supports the City of Saskatoon's (City) long-term Strategic Goal of Economic Diversity and Prosperity by continuing to create and support a business-friendly environment and increase the tax base that is non-residential.

### Background

There are 2.59 acres of land in the SED Industrial Park #1 area between Barnes Avenue and Jonathon Avenue, with Fletcher Road to the north (see Attachment 1). This land is designated as an Industrial Park.

During the construction of the Circle Drive South Bridge Project, this area of MR land was included to be subdivided. Saskatoon Land purchased parcels surrounding SED Industrial Park #1 as part of the Circle Drive South Bridge Project and has expressed interest in purchasing the remaining MR land from Recreation and Community Development.

### Report

The sale of MR land follows the Process and Criteria for Assessing Written Requests. The following criteria are used when assessing MR land sale requests:

- a) size of the area requested, and the impact the sale of this area has on the purpose, function, site access, visibility, and frontage of the park;

- b) value of the space in contributing to beautification, passive and active recreation, landscape, and land forms;
- c) long-term impact on future development in meeting user/community leisure needs;
- d) a surplus or deficiency of park space in the neighbourhood, district, and/or multi-district (Planning and Development – Future Growth);
- e) purpose of the parcel being requested, and whether it is compatible with the purpose and function of the existing park program plan; and
- f) private good versus public good.

The Administration has reviewed this MR land and concluded that the sale would impact the opportunity to develop a park in the future. There is currently no passive or active recreation programming at the site; although, continued ongoing maintenance (grass cutting, tree pruning, etc.) is still required. There is no public demand for programming at this site, nor does Recreation and Community Development have plans for future development, as this land is unsuitable for future park programming.

Sale of Serviced City-Owned Land Policy No. C09-033 requires that Saskatoon Land shall ensure that the fair market value of the land is comparable to other land sales in the vicinity, taking into account factors such as size, configuration, location characteristics, environmental, and serviced condition. This parcel of land has some levies owing and requires a subdivision to create two saleable parcels. Environmental Services also has two groundwater wells on the edge of the parcel. These wells will require easements to allow for access.

**Public and/or Stakeholder Involvement**

None required at this time.

**Communication Plan**

Advertising is a requirement of the *Planning and Development Act, 2007* for the exchange of land and is part of the communication plan.

**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**

Once the MR designation is removed from the land, a further report will be tabled with the Standing Policy Committee on Finance detailing pricing and reserve allocations in the fall of 2016.

**Public Notice**

Public Notice is required for consideration of this matter, pursuant to Section 3, Subsection J, of Public Notice Policy No. C01-021. Public Notice will be advertised on January 16, 2016 in the *Saskatoon Star Phoenix*.

**Attachment**

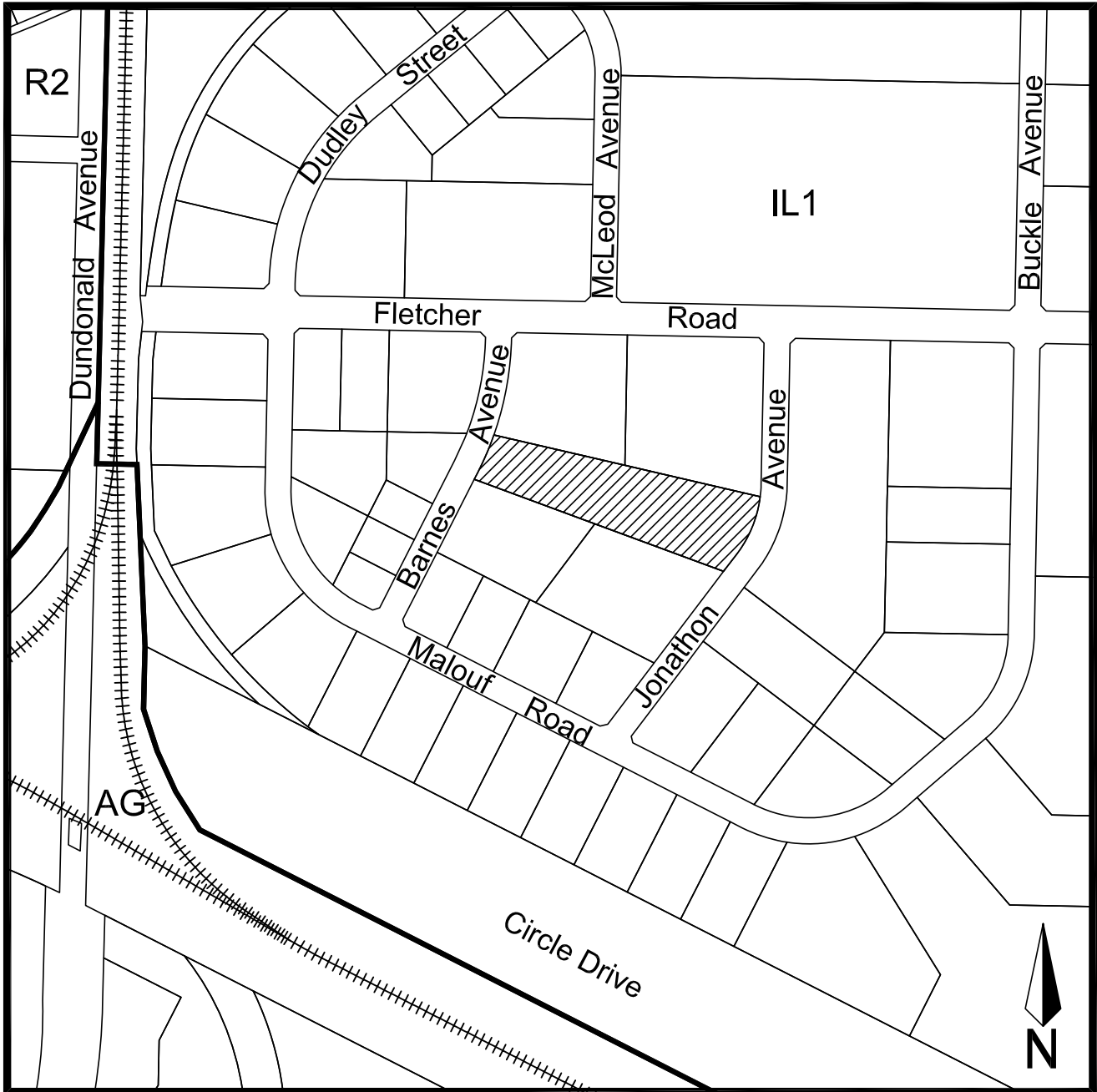
1. Southwest Industrial - Land Currently Designated as MR

**Report Approval**

Written by: Kevin Ariss, Open Space Consultant, Recreation and Sport  
Reviewed and Lynne Lacroix, Director, Recreation and Community Development  
Approved by: Lynne Lacroix, Acting General Manager, Community Services Department

S/Reports/RS/2015/PDCS – SED Industrial Park #1 – South West Industrial/gs

Southwest Industrial - Land Currently Designated as MR





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## Status Report on the Equity Building Program and Recommended Changes

### Recommendation

That the Standing Policy Committee on Finance recommend to City Council:

1. That the income limit for households qualifying for the Equity Building Program be raised to \$84,000;
2. That the target for the Equity Building Program be reduced to 25 units annually;
3. That the City of Saskatoon withdraw \$1.5 million of the investment that supports the Equity Building Program from Affinity Credit Union and return these funds to the City of Saskatoon's investment pool; and
4. That the City Solicitor be requested to amend the investment agreement with Affinity Credit Union and that His Worship the Mayor and the City Clerk be authorized to execute the amendment under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to provide a status report on the Equity Building Program (EBP), to reduce the annual targets to meet actual demand, and to withdraw unneeded investment funds from the program.

### Report Highlights

1. The EBP is successfully meeting a housing need and enabling moderate income buyers to purchase detached homes in neighbourhoods not available under other attainable ownership programs.
2. The Administration is recommending changes to the income limits and targets for the EBP.
3. Affinity Credit Union has been effectively administering and marketing the EBP.
4. The Administration is recommending that \$1.5 million of unneeded investment funds be withdrawn from the EBP and return these funds to the City of Saskatoon's (City) investment pool.

### Strategic Goal

This report supports the City's long-term Strategic Goal of Quality of Life by increasing the supply and range of affordable housing options.

### Background

During its February 7, 2011 meeting, City Council instructed the Administration to implement the EBP to assist moderate income households with the purchase of an entry-level home. City Council further instructed the Administration to prepare a Partnership Agreement with Affinity Credit Union to administer the program.

## Status Report on the Equity Building Program and Recommended Changes

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During its March 7, 2011 meeting, City Council revised Portfolio Management Policy No. C12-009 to approve the EBP as an eligible investment for civic funds. City Council allocated \$3.0 million to the program in the form of a civic long-term investment.

During its November 30, 2015 meeting, City Council directed the Administration to review the EBP and the community's need to continue the program at the same level, and to report back to the Standing Policy Committee on Finance.

### Report

#### The Equity Building Program Has Been Successful

The EBP provides modest income households with a low-interest down payment loan of up to 5% of the purchase price of an entry-level home. Under traditional mortgage rules, a required down payment cannot be borrowed. However, an equity loan, provided through the EBP, is recognized by Genworth Canada and the Canada Mortgage and Housing Corporation (CMHC) as a valid down payment source. Households must currently be renting in Saskatoon, earn less than \$80,000 annually, and be in a position to repay the equity loan within five years to qualify for the EBP.

The EBP has enabled 96 households to purchase an entry-level home in Saskatoon in the first four years of operation, as summarized in Table 1. Homebuyers have purchased homes in 30 different Saskatoon neighbourhoods in all areas of the city. Seventy-eight percent of the homes purchased were older one-unit dwellings in established neighbourhoods; a product that is not available through other attainable ownership programs, which are limited to new multi-unit dwellings.

**Table 1: Equity Loans by Year and Area**

	2011	2012	2013	2014	<b>Total</b>
East of River	6	4	7	4	<b>21</b>
West of River	24	16	21	14	<b>75</b>
<b>Total</b>	<b>30</b>	<b>20</b>	<b>28</b>	<b>18</b>	<b>96</b>

#### Recommended Targets and Income Limits for the Equity Building Program

When the EBP was launched in 2011, the target for the program was 50 units per year. The actual demand has been about half the original target, with an average of 24 homebuyers using the program each year. The most likely reason the need for the EBP has been lower than anticipated, is that the following programs are now available to entry level buyers:

- Mortgage Flexibilities Support Program (MFSP) - The income limit for the MFSP has risen since 2011 to \$78,400, and is now similar to that of the EBP;
- HeadStart Equity Builder Program, launched in 2013, is very similar to the EBP and provides equity loans on designated new units; and
- Builder-sponsored programs - Some private builders now provide 3% down payment grants to buyers earning up to \$84,000.

## Status Report on the Equity Building Program and Recommended Changes

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The Administration is recommending that the target for the EBP be reduced to 25 equity loans per year to match the actual demand for the program. The Administration is further recommending that the maximum household income for the EBP be raised to \$84,000 to match the income limits for builder-sponsored down payment grants (3%).

### Affinity Credit Union has Effectively Administered the EBP with No Defaults to Date

Affinity Credit Union was contracted to administer and market the EBP and is responsible to ensure that the requirements of the program are met. Affinity Credit Union also carefully screens all applicants to ensure they are in a position to repay both an equity loan and a mortgage. The City assumes two thirds of the risk of default on equity loans, while Affinity Credit Union agreed to assume one third of the risk. To date, there have been no defaults on the equity loans.

Affinity Credit Union is currently reviewing its marketing program for the EBP and may make changes to ensure that qualified homebuyers are aware of the program.

### Recommendation to Reduce the City's Investment in the EBP

In support of the original target of 50 units per year, City Council authorized an investment of \$3.0 million in the EBP, which was deposited to Affinity Credit Union, in 2011. Currently, about \$1.0 million of these funds are loaned out and it is estimated that the amount of outstanding equity loans will peak at about \$1.3 million in mid-2016. After mid-2016, the monthly repayment of equity loans should provide sufficient funds for 25 new equity loans per year.

The Administration is recommending that the City's investment be reduced from \$3.0 million to \$1.5 million, which should be sufficient to support 25 new equity loans per year in perpetuity.

The City has earned approximately 3.5%, annually, in the first four years of the EBP; the rate of return on the equity loans being based on mortgage rates. This is considered a good return on the City's investment, given the small risk of default. However, any excess funds are placed in short-term investments and, typically, have earned approximately 0.5%, which is significantly less than if the funds were pooled with the City's other holdings and managed by the Corporate Revenue Division. If \$1.5 million was withdrawn from the EBP, it is estimated that the City could earn at least 1.05% on these funds, resulting in additional revenue of approximately \$8,250, per year. Therefore, it is recommended that the \$1.5 million, not needed by the EBP, be withdrawn from Affinity Credit Union and returned to the City's investment pool.

### **Options to the Recommendation**

City Council has the option to leave the EBP and the supporting investment in its current state and instruct the Administration to work with Affinity Credit Union to try to achieve the 50-unit target for this program; options for increasing patronage of the EBP are very limited.

## Status Report on the Equity Building Program and Recommended Changes

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

The Administration consulted with Affinity Credit Union before drafting this report.

### **Communication Plan**

Affinity Credit Union has the primary responsibility of marketing the EBP and will update their communication materials to include the new income limit. The City will update the income limit on the City's website.

### **Financial Implications**

The recommendations in this report have the potential of earning the City approximately \$8,250, per year, in additional investment income.

### **Other Considerations/Implications**

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

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

The annual status report on the Housing Business Plan will be presented to City Council in March 2017 and will include a review of the EBP conducted by the Administration and Affinity Credit Union.

### **Public Notice**

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

### **Report Approval**

Written by: Daryl Sexsmith, Housing Analyst, Planning and Development  
Reviewed by: Alan Wallace, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CP/2016/FINANCE – Status Report on the Equity Building Program and Recommended Changes/lc  
BF pending

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## Landfill Waste Compactor – Award of Request for Proposal

### Recommendation

That the Standing Policy Committee on Finance recommend to City Council:

1. That the Request for Proposal for a Landfill Waste Compactor be awarded to Finning (Canada); and
2. That Purchasing Services, Asset and Financial Management Department, be authorized to issue the appropriate Purchase Order to Finning (Canada) for the procurement of the Landfill Waste Compactor.

### Topic and Purpose

The purpose of this report is to receive City Council approval to award the Request for Proposal (RFP) for a Landfill Waste Compactor to Finning (Canada) (Finning).

### Report Highlights

1. On November 9, 2015, the City of Saskatoon (City) issued an RFP for a Landfill Waste Compactor.
2. The Administration is recommending that Finning be awarded as the successful proponent of the RFP for the Landfill Waste Compactor.

### Strategic Goal

The recommendations in this report support the four-year priority of establishing levels of service for rehabilitation of assets and identifying supporting financial strategies, as well as the long-term strategy of adopting and implementing an asset management and rehabilitation philosophy under the Strategic Goal of Asset and Financial Sustainability.

### Background

The Administration has established equipment renewal programs for the City's fleet of vehicles and equipment based upon life-cycle, maintenance and operational costs. Included in the 2016 Fleet Replacement program is the replacement for the Landfill Waste Compactor. Specialized fleet equipment such as the Landfill Waste Compactor requires a minimum of six months from order to delivery period.

### Report

#### Request for Proposals Issued

The RFP for a Landfill Waste Compactor was issued on November 9, 2015, with a closing date of November 19, 2015. The RFP was advertised on the SaskTenders website, and emails were sent to major equipment suppliers informing them the RFP was issued.

The equipment specifications and requirements were developed in consultation with the end users and from an internal review of landfill equipment optimization conducted by a consultant.

## Landfill Waste Compactor – Award of Request for Proposal

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A Review Committee comprised of civic staff from the Solid Waste, Fleet Services and Purchasing Services Divisions reviewed and evaluated submitted proposals based upon the following section criteria:

<b>Criteria</b>	<b>Points</b>
Total cost of ownership	25
Meet or exceed equipment requirements as per specifications	9
On-site support and service	20
References and demonstrated satisfactory performance	8
Equipment design features	15
Equipment maintenance and operational features	15
Delivery time	5
Completeness and quality of proposal and technical information	3
	100

### Award of RFP

A total of four submissions were received from the following equipment suppliers:

- Finning
- Tana
- Al-Jon
- Brandt Tractor

The Review Committee reviewed the proposals based upon the selection criteria. Each member of the Review Committee independently evaluated the proposals, and then met to conduct telephone interviews, discuss individual scores, and arrive at a consensus score for each proposal. The Administration is recommending awarding the contract for a Landfill Waste Compactor to Finning as they best met the selection criteria as detailed in the RFP.

The recommended proponent bid is a net cost of \$1,513,181.25, for which there is sufficient funding within the Civic Vehicles and Equipment Reserve for this procurement.

### **Options to the Recommendation**

Option 1: City Council may choose to lease the Landfill Waste Compactor rather than purchase it. Based upon estimates provided by the supplier, the monthly lease charges of the unit would exceed Fleet Services' monthly service rate by 40%, and extra costs would pay for the unit over the course of its life-cycle. The Administration does not recommend this option due to increased end costs.

Option 2: City Council may choose to continue to operate the existing Landfill Waste Compactor beyond its expected life expectancy. Maintenance and repair costs continue to exceed the monthly service costs with existing equipment. The Administration does not recommend this option due to increased operational costs and down-time which would jeopardize operations.



### Financial Implications

The net cost to the City for the purchase of the Landfill Waste Compactor based upon Finning’s proposal is as follows:

<b>Equipment</b>	<b>Price</b>
2016 Caterpillar 826K	\$1,073,000.00
Service Maintenance Contract	\$ 368,125.00
GST	\$ 72,056.25
PST	\$ 72,056.25
<b>Contract Price</b>	<b>\$1,585,237.50</b>
GST Rebate	(\$72,056.25)
<b>Net Cost to City</b>	<b>\$1,513,181.25</b>

There is sufficient funding within Civic Vehicles and Equipment Reserves for this procurement.

### Other Considerations/Implications

There are no environmental, policy, privacy, or CPTED considerations or implications. Neither public and/or stakeholder involvement nor a communication plan is required.

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

Upon approval of the RFP award, Finning will be advised and Purchasing Services will complete the necessary documentation.

### Public Notice

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

### Report Approval

Written by: Jimmy Chan, Specifications Engineer, Fleet Services  
Reviewed by: Jason Kennon, Fleet Services Manager  
Tim Halstead, Director of Facilities and Fleet Management  
Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Department  
Approved by: Murray Totland, City Manager

Landfill Compactor Replacement.docx

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## Circle Drive and Clarence Avenue Interchange Update

### Recommendation

That the Standing Policy Committee on Finance recommend to City Council:

1. That the status of the Circle Drive and Clarence Avenue Interchange incremental tax revenue funding and loan be received as information.
2. That the land costs of \$260,500 be reimbursed to the Property Realized Reserve and be charged to Capital Project 2018; and
3. That the additional cost to Capital Project 2018 be paid through the incremental property taxes from Stonegate development.

### Topic and Purpose

The purpose of this report is to provide an update on the status of Capital Project 2018 - Clarence Avenue and Circle Drive Interchange, and to receive City Council approval to increase the capital budget for the project.

### Report Highlights

1. As of June 30, 2015, Capital Project 2018 has an outstanding loan balance of \$2.84 million.
2. Three parcels of Saskatoon Land inventory were required for the completion of the project, totalling \$260,500 which should be repaid to the property realized reserve through incremental taxes as the funding source

### Strategic Goal

This report supports the strategic goal of Asset and Financial Sustainability through providing open, accountable and transparent information, particularly when it comes to the resource allocation decisions the City of Saskatoon makes.

### Background

Capital Project 2018 was approved in 2006 and completed in 2007. The total approved budget for this project was \$19.88 million and was funded as follows:

Developer Contribution	\$ 3.98
Transportation Infrastructure Expansion Reserve	\$ 1.40
Loan Repaid through Incremental Property Taxes	\$ 5.60
Interchange Levy (Loan and Down Payment)	\$ 2.95
Electrical Distribution Expansion Reserve	\$ 0.30
Municipal Rural Infrastructure Reserve	\$ 0.65
Province of Saskatchewan	\$ 5.00
<b>TOTAL</b>	<b>\$19.88</b>

In millions

In total, an internal loan of \$6.948 million was extended in 2011 at a rate of 4.55% which was to be repaid through incremental taxes (\$5.59 million) and the interchange levy (\$1.354 million).

**Report**

Clarence Avenue and Circle Drive Interchange Funding Update

The dedicated development area is completed and contributing \$0.930 million of tax revenue annually to the outstanding loan balance. The loan balance for this project as at June 30, 2015, was \$2.484 million and is estimated to be fully repaid on June 30, 2018. The Interchange Levy's planned loan contribution of \$1.354 million was completed in 2014.

Land Purchases Funded through Property Realized Reserve

The following three parcels of land were purchased (Attachment 1) to complete the project:

- Block 427 Lot 4 – SW Corner Circle Drive and Clarence Avenue
- Lot E – NE Corner Circle Drive and Clarence Avenue
- Lot C – NE Corner Circle Drive and Clarence Avenue

The purchase of these lands have not yet been applied to the project and are currently being held in Saskatoon Land's inventory. The purchases, totaling \$162,000 are currently financed through the Property Realized Reserve. According to Council Policy C09-019, Properties (City-Owned) Required For Major Projects, Section 2.1, "City-owned properties (other than Municipal Reserve), required for major right-of-way projects and other capital projects, are to be charged to the projects at the greater of historical cost or fair market value, as determined by City land pricing policies."

The fair market value of the three parcels as at project commencement date is estimated at \$260,500. Therefore, the Administration is recommending that \$260,500 be added to Capital Project 2018 and repaid through an addition to the outstanding loan. This loan will continue to be repaid by the incremental property tax generated within the Stonegate development. Due to the timing of incremental tax receipts this will extend the loan to June 30, 2019.

**Options to the Recommendation**

City Council could choose to use another source of funding for the land purchase; however, in order to be consistent with the previously approved funding plan to use incremental tax revenue, this option is not recommended.

**Public and/or Stakeholder Involvement**

Saskatoon Land has been notified of the Administration's recommendation to repay the Property Realized Reserve.

**Policy Implications**

This report is in accordance with Council Policy C09-019 as stated in this report.

**Financial Implications**

If approved, the land cost would increase the remaining internal loan balance from \$2.484 million to \$2.745 million, and result in additional interest charges of approximately \$47,100 being charged to the project. Once the loan has been repaid in full, the incremental property taxes are currently planned to flow back to the Bridge Reserve.

**Other Considerations/Implications**

There are no environmental, privacy, or CPTED implications or considerations, and a communication plan is not required.

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

The Administration will continue to report periodically on the status of this project and corresponding funding strategy.

**Public Notice**

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

**Attachment**

1. Land Purchased for Capital Project 2018

**Report Approval**

Written by: Clae Hack, Director of Finance  
Reviewed by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department  
Approved by: Murray Totland, City Manager

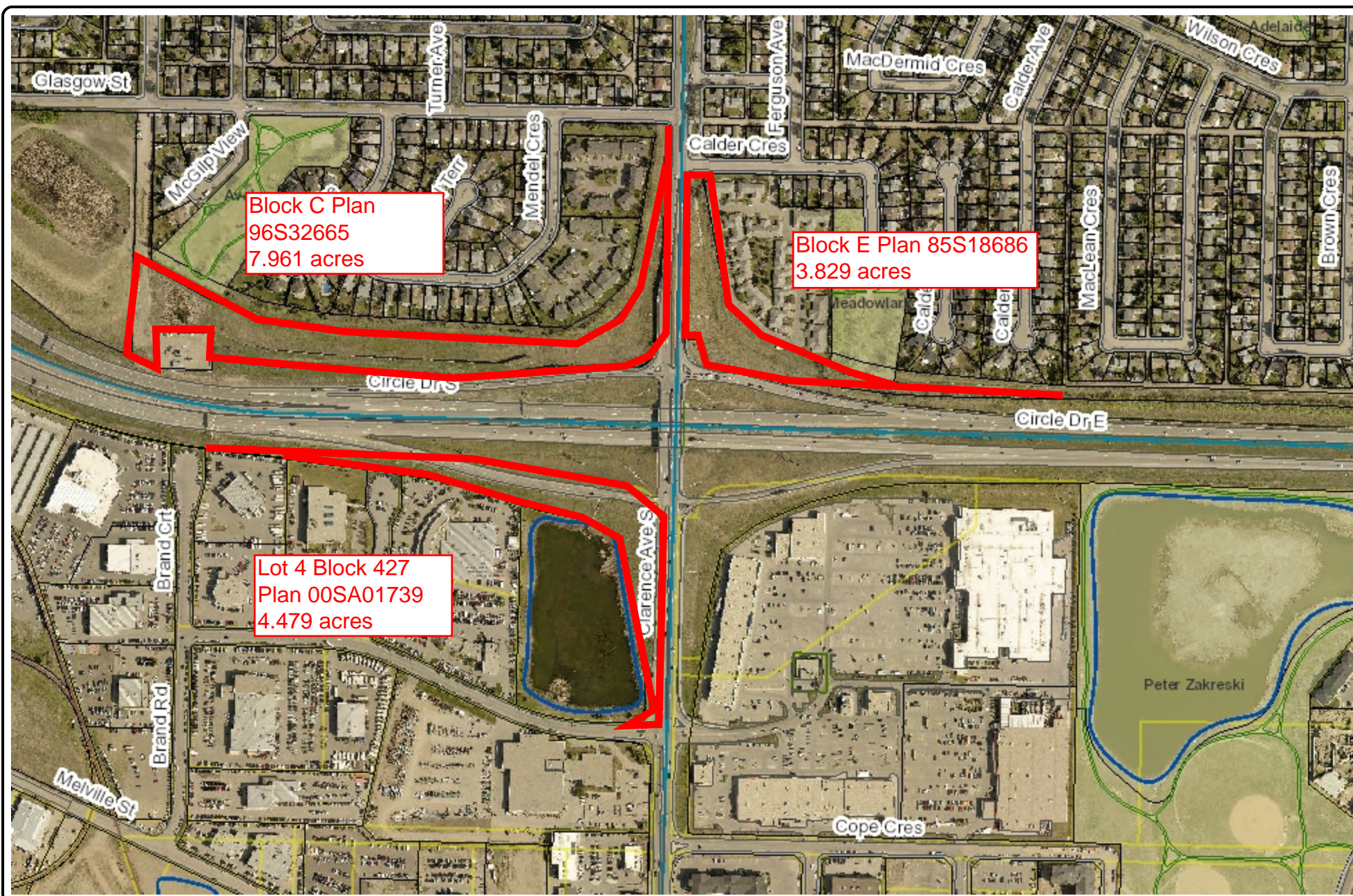
Circle Drive and Clarence Avenue Interchange Update.docx



# Clarence Avenue S and Circle Drive

Printed: December 17, 2015

Scale: 1:5,928



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ATTACHMENT 1

Land Purchased for Capital Project 2018



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## Acquisition of Land Owned by Akzo Nobel Chemicals Ltd. for North Commuter Parkway Project

### Recommendation

That the Standing Policy Committee on Finance recommend to City Council:

1. That the Real Estate Manager be authorized to acquire a portion of Parcel A, Plan 63S09313, Extension 0, comprising approximately 0.98 acres from Akzo Nobel Chemicals Ltd.;
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 all costs associated with the land acquisition be charged to the Capital Project Land Acquisition account for the North Commuter Parkway project.

### Topic and Purpose

The purpose of this report is to receive City Council approval for the purchase of a portion of Parcel A, Plan 63S09313, Extension 0, comprising approximately 0.98 acres of land, a portion of which is required for the North Commuter Parkway (NCP) project.

### Report Highlights

1. The City of Saskatoon (City) requires an additional portion of land from Akzo Nobel Chemicals Ltd.'s (Akzo Nobel) property at 3910 Wanuskewin Road to accommodate construction of the future NCP project.

### Strategic Goals

This report 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.

This report also supports the long-term strategy of protecting the City's credit rating and the four-year priority of exploring alternate sources of revenue to pay for ongoing operations under the Strategic Goal of Asset and Financial Sustainability.

### Background

The Growing Forward! Shaping Saskatoon planning process identified the need for an additional river crossing in the northeast to accommodate increased commuter traffic between east residential neighbourhoods and the north end employment area. The functional plan for a new river crossing and connecting arterial road system as part of the NCP project was approved at the May 21, 2013, meeting of City Council.

At the December 15, 2014 regular meeting of City Council, it was resolved that the Real Estate Manager be authorized to acquire a portion of Parcel A, Plan 63S09313, Extension 0, comprising approximately 11.190 acres from Akzo Nobel Chemicals Ltd." It was later determined additional land was required from Akzo Nobel to accommodate the NCP project.



## **Report**

### Land for Future NCP Project

The City previously acquired an 11.19 acre portion of Akzo Nobel's site at the T-intersection of Wanuskewin Road and Marquis Drive to accommodate the alignment of the NCP project. In preparing their submissions for the NCP project, it was identified by all three proponents that an additional piece of the Akzo Nobel site would be required for erosion protection. The additional land encompasses an area of approximately 0.98 acres and is situated along the river bank, immediately north of the 11.19 acres originally purchased by the City.

Phase I and Phase II Environmental Site Assessments were completed on the additional land area. The results indicated the site was within Canadian Council of Ministers of the Environment (CCME) Standards for an industrial zoned site.

The purchase price of \$8,820 is based on an independent market value appraisal completed on the site indicating a value of \$9,000 per acre.

### Other Terms and Conditions of the Agreement

Other terms and conditions of the agreement include:

- The land is being purchased on an "as is", "where is" condition "with all faults".
- The vendor is released and indemnified from any claim, demand, suit or action, liability, expense, damages or fine of any kind whatsoever with respect to the environmental condition of the land.
- The City, at its cost, will undertake the survey and subdivision of the land.
- Closing Date shall be 30 business days following notification from the City to the Seller that a Transform Approval Certificate has been received pursuant to the subdivision application.

### **Options to the Recommendation**

There are no options to the recommendation as this land is required to accommodate the approved roadway.

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

Real Estate Services has discussed this purchase with the City's Transportation and Utilities Department.

### **Financial Implications**

In December 2012, City Council, through budget deliberations, approved the use of \$10 million currently allocated towards the Traffic Bridge replacement as an interim source of funding to begin the land assembly process for the NCP project. Adequate funding remains from this amount for this purchase.

**Environmental Implications**

Phase I and Phase II Environmental Site Assessments were completed on the site area, the results of which indicated the site was within CCME Standards for an industrial zoned site.

**Other Considerations/Implications**

There are no policy, privacy, or CPTED implications or considerations, and a communication plan is not required.

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

At this time, no date has been identified for follow-up or project completion.

**Public Notice**

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

**Attachment**

1. Drawing Indicating Land for Acquisition

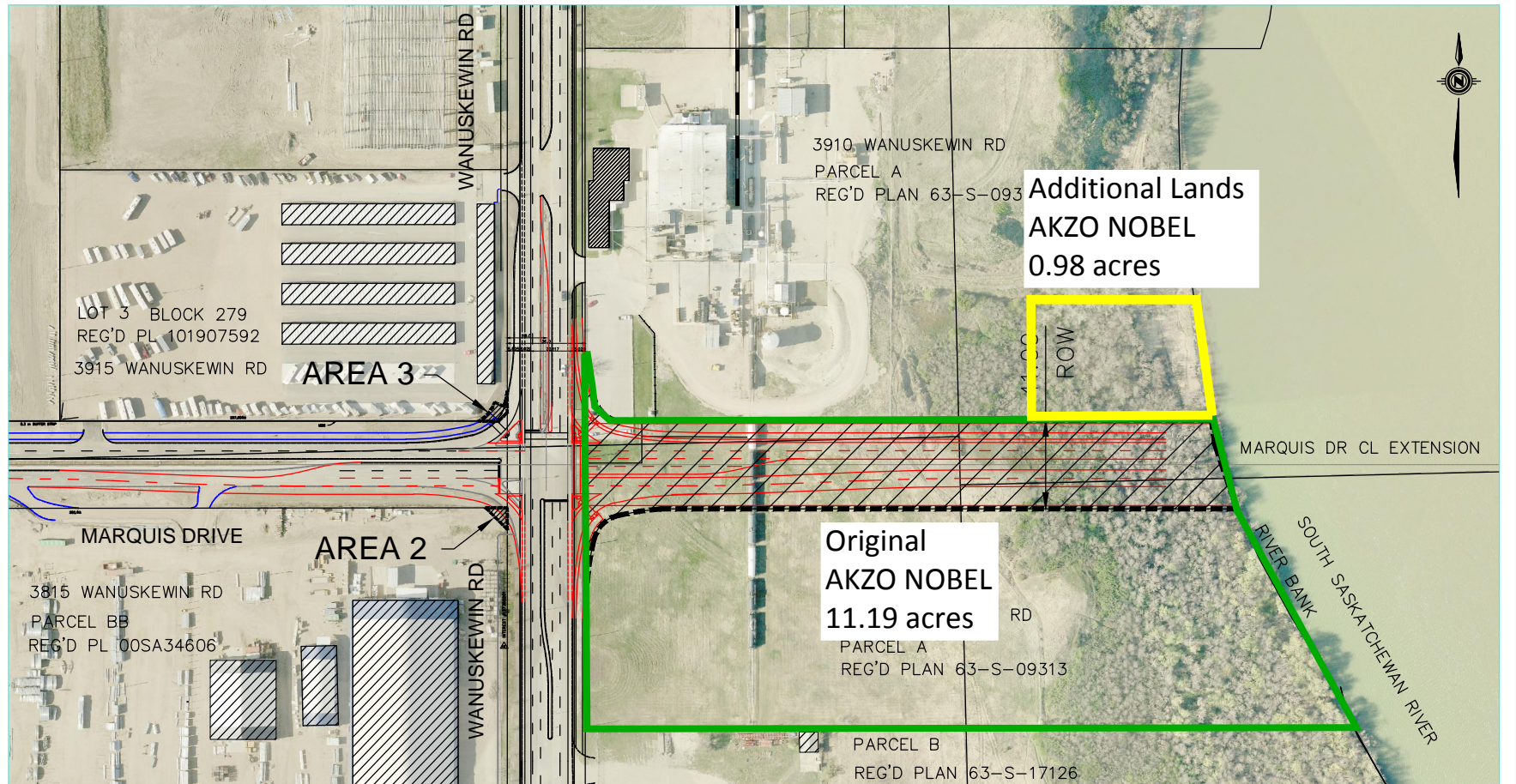
**Report Approval**

Written by: Keith Pfeil, Manager, Real Estate Services

Reviewed by: Frank Long, Director of Saskatoon Land  
Kerry Tarasoff, CFO/General Manager, Asset & Financial Management  
Department

Approved by: Murray Totland, City Manager

Akzo Nobel Land Acquisition NCP\_2015.docx



FUTURE ROADWAY



PROPERTY ACQUISITION AREA

Highlighted in Yellow

PLAN DESCRIPTION/REVISIONS	
4	XXX XXX
3	
2	
1	
DRAWN BY LCI	
DATE 2012-MAR-07	
SCALE : HOR. 1:3000 VERT. _____	



83 CONCEPT PROPERTY ACQUISITION  
MARQUIS DRIVE EXTENSION  
2011 AERIAL IMAGE SHOWN

APPROVED	
GENERAL MANAGER	_____
ENGINEER	_____
ENGINEER	_____
PLAN NO.	240-0032-003r001