



**REVISED AGENDA
PUBLIC MEETING**

Monday, November 16, 2015, 1:00 p.m.
Council Chamber, City Hall

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

7 - 7

Recommendation

1. That the letter from Ken Howland, dated November 14, 2015 submitting comments be added to item 8.2.1; and
2. That the agenda be confirmed as amended.

3. DECLARATION OF PECUNIARY INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of the Public Meeting of Executive Committee held on October 19, 2015 be approved.

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

6.1.1 Meeting with Board of Police Commissioners [File No. CK. 175-23]

8 - 8

Recommendation

1. That the information be received; and
2. That the invitation to meet with the Board of Police Commissioners in April 2016 be accepted.

6.2 Matters Requiring Direction

- 6.2.1 **Broadway Business Improvement District Board Membership Changes [File No. CK. 175-47]** 9 - 10

Recommendation

That a report be forwarded to City Council recommending approval of changes to the Broadway Business Improvement District Membership.

6.3 Requests to Speak (new matters)

7. REPORTS FROM ADMINISTRATION

7.1 Delegated Authority Matters

7.2 Matters Requiring Direction

- 7.2.1 **2016 Business Plan and Budget Process [File No. CK. 430-72 x 1700-1]**

- 7.2.1.1 **2016 Business Plan and Budget Process - Preliminary Fall Public Engagement Results [File No. CK. 430-75 x 1700-1]** 11 - 18

A Power Point presentation will be provided.

Recommendation

That the information be received.

- 7.2.1.2 **Three-Year Land Development Report 2016-2018 [File No. CK. 4110-1]** 19 - 53

Saskatoon Land Director, Asset & Financial Management Long will be in attendance and present a power point.

Recommendation

That the information be received.

**7.2.1.3 Third Quarter Results - City of Saskatoon's
Corporate Business Plan and Budget - Sustaining the
Saskatoon Advantage [File No. CK. 430-72 x 1700-1]**

54 - 87

Recommendation

That the report of the General Manager, Corporate Performance Department dated November 16, 2015, be forwarded to City Council for information.

8. LEGISLATIVE REPORTS

8.1 Delegated Authority Matters

8.2 Matters Requiring Direction

8.2.1 Membership - Board of Police Commissioners - Councillor C. Clark (May 25, 2015) [File No. CK. 175-23]

88 - 94

Recommendation

That Executive Committee recommend to City Council that this Report be received as information.

Recommendation

1. That Executive Committee recommend to City Council that the following changes be implemented with respect to the City of Saskatoon's municipal governance structure:

a. Executive Committee be renamed the Governance and Priorities Committee and remain a Committee of all members of Council; the Governance and Priorities Committee's mandate includes: governance, strategic priorities, annual business plan and budget process, legal matters, human resource and collective bargaining issues and government relations; and, the Governance and Priorities Committee continues to meet on the third Monday of every month;

b. That City Council have the ability to extend a Regular Business Meeting past 5:00 p.m. upon a majority vote of the members present; and

c. That for Public Hearings, members be prohibited from voting when absent for an entire Hearing; members vote when they have missed part of a Hearing but have reviewed a summary or a recording of what was missed; and, procedural provisions be included which aid in preventing members from missing small parts of Hearings.

2. That Executive Committee recommend to City Council that the City Solicitor be instructed to amend The Procedures and Committees Bylaw, 2014 (the "Bylaw") to implement the changes to the governance structure.

3. That Executive Committee recommend to City Council the calendar which contains the Governance and Priorities Committee be adopted for 2016.

9. URGENT BUSINESS**10. IN CAMERA AGENDA ITEMS****Recommendation**

That the Committee move *In Camera* to consider the following items:

- 10.1 **Update - Personnel Matter [File No. CK. 4510-1]**
[In Camera - Personnel Matters]

- 10.2 **Board Resignation [File No. CK. 175-27]**
[In Camera - Personal Information]

- 10.3 **Board Resignation [File No. CK. 175-27]**
[In Camera - Personal Information]

- 10.4 **Board Appointment [File No. CK. 225-52]**
[In Camera - Personal Information]

- 10.5 **Board Appointments [File No. CK. 175-61 x 175-17]**
[In Camera - Personal Information]

- 10.6 **Land Matter [File No. CK. 4250-1]**
[In Camera - Personal Information]

- 10.7 **Land Exchange [File No. CK. 4020-1 x 6050-10]**
[In Camera - Economic/Financial - Land]

- 10.8 **Legal Advice [File No. CK. 127-12]**
[In Camera - Solicitor/Client Privilege]

- 10.9 **Verbal Updates**
 - 10.9.1 **Council Members**
 - 10.9.1.1 **His Worship the Mayor**
 - 10.9.1.2 **FCM/SUMA**
 - 10.9.1.3 **Boards and Commissions**

10.9.2 Administration

10.9.2.1 City Manager

[Sections 13, 14(1), 15(1), 16(1), 17(1), 18(1), 19, 20, and 21 - LAFOIPP]

10.9.2.2 Labour/Personnel Matter [File No. CK. 4730-1]

[In Camera - Labour/Personnel Matters]

11. ADJOURNMENT

From: Ken Howland <kenhowland@shaw.ca>
Sent: November 14, 2015 10:21 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Saturday, November 14, 2015 - 10:21
Submitted by anonymous user: 70.64.71.242
Submitted values are:

Date: Saturday, November 14, 2015
To: His Worship the Mayor and Members of City Council
First Name: Ken
Last Name: Howland
Address: 833 University Drive
City: Saskatoon
Province: Saskatchewan
Postal Code: S7N0J5
Email: kenhowland@shaw.ca
Comments:
Membership of the Board of Police Commissioners

I note in the report to Council about membership of the Board of Police Commissioners that effective January 1, 2004, the number of members was reduced to five to ensure ".....that a majority of the members should be elected to ensure accountability to the public".

I believe that the rationale for that decision was and is in error.

As evidenced by the detailed reporting about the composition of police commissions across Canada, best governance practices in other provinces requires that a majority of commission members not be elected Council members. Clearly, those jurisdictions do not accept that the only way to ensure accountability to the public is through having a majority of commission members be elected.

Council should retain full authority to appoint commission members and be accountable for the quality of those appointments. By appointing a majority of the commission members from the public, Council will have the opportunity to choose well qualified candidates from the whole population of the city to ensure diversity of experience and abilities. There should be greater public input and oversight of the police service through a majority of the police commission being appointed from the public rather than Council members.

It is time for Saskatoon to follow the lead of Prince Albert and other cities across Canada by changing the composition of its police commission and adopt accepted best governance practices.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/50986>

THE BOARD OF POLICE COMMISSIONERS

SASKATOON, SASKATCHEWAN



October 21, 2015

Executive Committee (City Clerk)

Dear Members of Council:

Re: Meeting with Board of Police Commissioners

The Board of Police Commissioners discussed the matter of joint meetings with members of Council at its most recent meeting. The Board found the recent joint meeting to be beneficial and would like to pursue formalizing regular engagement opportunities.

In this regard, the Board resolved that members of Council be invited to a meeting of the Board of Police Commissioners in April 2016; and that the second date for a meeting with Council be set after the 2016 Civic Election. Further details as to a specific date and time in April will be provided once the Board's 2016 meeting schedule is established.

Yours truly,

Joanne Sproule
Secretary to the Board

JS:jf

cc: His Worship the Mayor
Chief of Police



175-47

November 2, 2015

His Worship Mayor Atchison & Members of City Council | City of Saskatoon
c/o Joanne Stevens | Manager of Accounting & Support Services
Revenue Branch | 222 3rd Avenue North | Saskatoon SK S7K 0J5

Re: Broadway Business Improvement District Board Membership Changes

Your Worship and Councillors,

Please be advised of recent changes in our Board of Directors Membership, for which we request your approval. As attached, please note existing membership, including new members, Mrs. Friesen & Mr. Babiy, and resignation from Mr. Wickstrom, Mrs. Grist Merino.

Respectfully submitted on behalf of the Board of Directors,

Sarah Marchildon
Executive Director
Broadway Business Improvement District

Enclosures: 2015 BBID Board Members

Get the Goods... on Broadway.

Broadway Business Improvement District 813 Broadway Avenue Saskatoon SK S7N 1B5 306.664.6463



2015 Broadway BID Board of Directors

as at November 2 2015

Year of Appointment

2014	Executive Chair & Nutana Community Association Liaison	Alison Whelan Broadway Theatre, Manager
2012	Executive Member	Darci Ash Enigma Salon Studio, Owner
2013	Executive Member	Troy Smith Group2, Owner
Reappointed Dec 2014		Councillor Charlie Clark City Councillor - Ward 6
2014		Kyle Jabs McDougall Gauley, Junior
2014		Reid Challis the Bike Doctor, Marketing
2015		Tania Friesen Nosh Eatery & Tap, Owner
2015		Tyler Babiy New Balance, Manager

The 2016 Business Plan and Budget Process – Preliminary Fall Public Engagement Results

Recommendations

That the information be received.

Topic and Purpose

The purpose of this report is to outline the preliminary results of the fall public engagement activities for the 2016 Preliminary Business Plan and Budget.

The goal is to create a more integrated, transparent, and accountable process that will help City Council and the Administration make more informed decisions on how best to allocate resources to the proposed projects, programs, and services in the 2016 Business Plan and Budget.

Report Highlights

1. The fall public engagement activities provided an opportunity to pilot a new online citizen budget tool. As of November 2, 2015 over 1,300 citizens visited the site. A total of 284 citizens submitted their online budget.
2. In 2015, the Citizen Budget submissions reconfirmed that the proposed investment in Transit/Access Transit, Garbage & Waste Reduction, Parks, and Recreation & Culture are within the expectations of citizens.
3. Participation results indicate citizens may be willing to increase the investment made in Road Maintenance, and Snow & Ice Management.
4. Citizens may be willing to reduce the investment made in Police and Community Grants & Affordable Housing. To a lesser degree, citizens may be willing to reduce investments in Traffic Management, Fire, and Planning for Growth & Development.

Strategic Goal

The information contained in this report aligns with all of the City's Strategic Goals because the Business Plan and Budget process impacts all seven goals.

Background

At its April 20, 2015 meeting, Executive Committee considered a report from the City Manager outlining a five-phased approach to the 2016 Business Plan and Budget. A series of subsequent reports addressing public engagement were presented to Executive Committee from May to August, 2015. Refer to Attachment 1 for a copy of The 2016 Business Plan and Budget Process and the five-phased approach.

- At its May 19, 2015 meeting, Executive Committee approved a special Town Hall, public engagement meeting on June 15, 2015.
- At its July 22, 2015 meeting, Executive Committee received a report that provided the results of the Annual 2015 Civic Services Survey.

- At its August 19, 2015 meeting, Executive Committee received a report that outlined the results of the June Public Engagement activities and provided comparisons with the 2015 Annual Civic Services Survey.
- At its September 21, 2015 meeting, Executive Committee received a report that outlined the fall public engagement plans. This is the final step to inform and engage the public before City Council debates and approves the 2016 budget.

The results from all public engagement activities are used as feedback into the annual business plan and budget process, and to provide high quality services to meet the dynamic needs and high expectations of citizens.

Report

City Council and the Administration consider several factors when building the City’s annual budget including the growing population, inflation, capital investments, Council priorities, performance measures, and public input.

The Administration launched the Online Citizen Budget on Monday, October 19, 2015 shortly after the 2016 Preliminary Business Plan and Budget was tabled. The Online Citizen Budget was used to help educate residents on the budget process, inform residents of costs and trade-offs, and demonstrate the Administration’s ongoing commitment to engagement.

Participants used a sliding scale to increase, decrease or keep expenditures the same. Once users had assigned their values, the simulator informed them of the budget impacts resulting from their selections. All participants were encouraged to submit their responses so the Administration could capture community feedback.

As of November 2, 2015, the Citizen Budget had over 1,300 visitors and 284 online budget submissions. Attachment 1 provides a more detailed summary of the results from October 19 to November 2, 2015. The table below highlights where citizens would spend the same, more, or less.

Service Category	NO CHANGE
Transit/Access Transit	No change from proposed budget
Garbage & Waste Reduction	No change from proposed budget
Parks	No change from proposed budget
Recreation & Culture	No change from proposed budget
Service Category	INVEST MORE
Snow & Ice Management	Invest up to 4.0% more
Road Maintenance	Invest up to 2.0% more
Service Category	INVEST LESS
Police	Invest up to 3.0% less
Community Grants & Affordable Housing	Invest up to 2.0% less
Traffic Management	Invest up to 1.0% less
Fire	Invest up to 1.0% less
Planning for Growth & Development	Invest up to 1.0% less

The input received to date indicates that the 2016 Preliminary Budget is generally addressing meeting citizen needs and expectations for various programs and services. Generally, citizens would invest slightly more in Snow & Ice Management and Road Maintenance, while they would spend less in Police.

Public and/or Stakeholder Involvement

The 2016 Business Plan and Budget includes a variety of public and stakeholder engagement opportunities in five major project phases. The results of all of the engagement activities are provided on the City's website at www.saskatoon.ca/financialfuture.

A variety of techniques were used to encourage participation in the Citizen Budget including a booth at the 2015 Fall Home Show, making the Citizen Budget available on saskatoon.ca and the Shaping Saskatoon webpages from October 10 to November 13, 2015, and encouraging community partners and stakeholders to have their members participate. Attachment 2 provides the demographics of the online participants.

Communication Plan

The Shaping our Financial Future Online Citizen Budget and various engagement opportunities have been promoted through news media, website advertising on saskatoon.ca and Shaping Saskatoon, social media posting on Twitter and Facebook, City Page advertisement, ads to various organizations and community groups (Community Associations, business leaders, etc.), posters at the leisure facilities and libraries, etc. Electronic artwork and social media messages were provided to the Mayor and City Councillors to share with their constituents.

Financial Implications

The estimated cost for the proposed engagement strategy is approximately \$15,000 and the project will be funded through existing operating budgets.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Weekly results of the fall public engagement activities for the Online Citizen Budget will continue to be compiled and shared with members of City Council and publically on the City's website at www.saskatoon.ca/financialfuture. The first summary report was posted on Friday, October 30. A tabulated report will be provided during the week of November 23, 2015.

Public Notice

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

Attachments

1. Shaping our Financial Future: Online Budget Consultation Report for the period October 9 to November 2, 2015.

2. Shaping our Financial Future: Online Budget Demographic Report for the period October 9 to November 2, 2015.

Report Approval

Written by: Carla M. Blumers, Director of Communications
Reviewed by: Mike Jordan, Director of Government Relations
Catherine Gryba, General Manager, Corporate Performance
Department
Approved by: Murray Totland, City Manager

Administrative Report – The 2016 Business Plan and Budget Process – Public Engagement.docx



SHAPING OUR FINANCIAL FUTURE: ONLINE BUDGET CONSULTATION REPORT FOR THE PERIOD OCTOBER 19 TO NOVEMBER 2, 2015

Service	Spend Less than proposed in preliminary budget		Spend the same proposed in the preliminary budget	Spend more than proposed in the preliminary budget		284 Total Responses
	15-20% less	5-10% less	The same	5-10% more	15-20% more	
Road Maintenance						Average Response
# of Responses	15	25	153	61	30	Invest up to 2.0% more
% of Responses	5%	9%	54%	21%	11%	
	14%		54%	32%		
Snow & Ice Management						
# of Responses	8	26	134	64	52	Invest up to 4.0% more
% of Responses	3%	9%	47%	23%	18%	
	12%		47%	41%		
Traffic Management						
# of Responses	23	50	154	41	16	Invest up to 1.0% less
% of Responses	8%	18%	54%	14%	6%	
	26%		54%	20%		
Police						
# of Responses	43	54	136	38	13	Invest up to 3.0% less
% of Responses	15%	19%	48%	13%	5%	
	34%		48%	18%		
Fire						
# of Responses	15	32	209	21	7	Invest up to 1.0% less
% of Responses	5%	11%	74%	7%	2%	
	17%		74%	10%		
Transit/Access Transit						
# of Responses	42	55	105	45	37	No change from proposed budget
% of Responses	15%	19%	37%	16%	13%	
	34%		37%	29%		
Planning for Growth & Development						
# of Responses	38	48	143	28	27	Invest up to 1.0% less
% of Responses	13%	17%	50%	10%	10%	
	30%		50%	20%		



SHAPING OUR FINANCIAL FUTURE: ONLINE BUDGET CONSULTATION REPORT FOR THE PERIOD OCTOBER 19 TO NOVEMBER 2, 2015

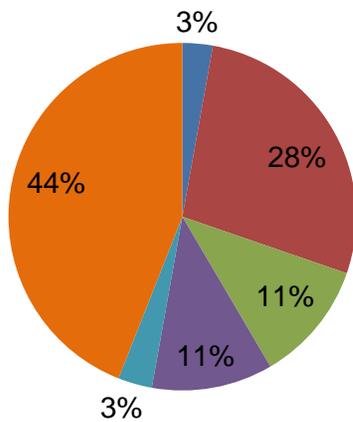
Service	Spend Less than proposed in preliminary budget		Spend the same proposed in the preliminary budget	Spend more than proposed in the preliminary budget		284 Total Responses
	15-20% less	5-10% less	The same	5-10% more	15-20% more	
Community Grants & Affordable Housing						
# of Responses	55	39	123	34	33	Invest up to 2.0% less
% of Responses	19%	14%	43%	12%	12%	
	33%		43%	24%		
Garbage & Waste Reduction						
# of Responses	19	34	167	40	24	No change from proposed budget
% of Responses	7%	12%	59%	14%	8%	
	19%		59%	22%		
Parks						
# of Responses	14	43	160	45	22	No change from proposed budget
% of Responses	5%	15%	56%	16%	8%	
	20%		56%	24%		
Recreation & Culture						
# of Responses	28	54	134	41	27	No change from proposed budget
% of Responses	10%	19%	47%	14%	10%	
	29%		47%	24%		



ONLINE BUDGET DEMOGRAPHIC REPORT FOR THE PERIOD OCTOBER 19 TO NOVEMBER 2, 2015

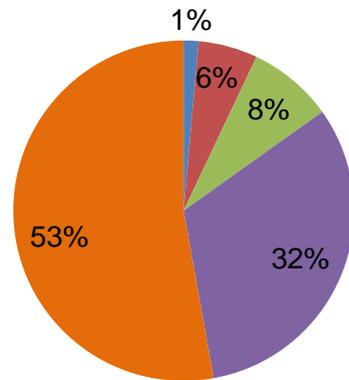
Age

- 18-25
- 25-40
- 41-54
- 55-64
- Over 65
- No Response



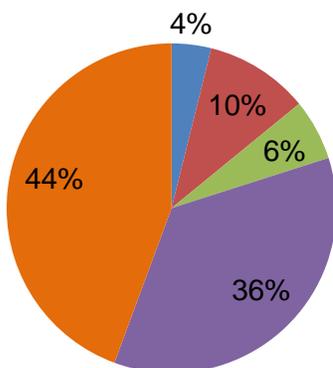
Household Income

- Under \$25,000
- \$25,000 - \$50,000
- \$50,000 - \$75,000
- Over \$75,000
- No Response



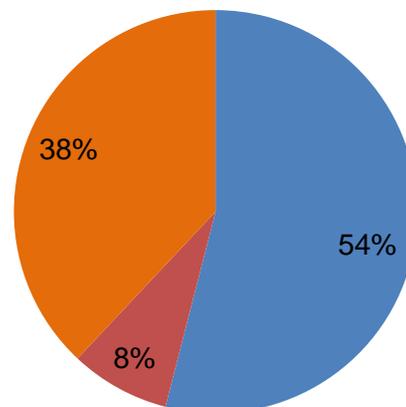
Residency

- Less than 2 years
- 2-5 years
- 6-9 years
- 10 years or more
- No Response



Status

- Homeowner
- Renter
- No Response





ONLINE BUDGET DEMOGRAPHIC REPORT FOR THE PERIOD OCTOBER 19 TO NOVEMBER 2, 2015

Neighbourhood			
Adelaide/Churchill	5	Lakewood Suburban Centre	3
Arbor Creek	2	Lawson Heights	4
Avalon	3	Massey Place	1
Brevoort Park	1	Mayfair	1
Briarwood	1	Montgomery Place	3
Buena Vista	8	North Park	1
Caswell Hill	8	Nutana	11
Central Business District	1	Nutana Park	1
City Park	3	Pacific Heights	1
College Park	3	Parkridge	1
College Park East	1	Queen Elizabeth	1
Dundonald	3	River Heights	3
Eastview	2	Riversdale	1
Erindale	1	Rosewood	1
Evergreen	5	Silverspring	2
Exhibition	6	Silverwood Heights	5
Fairhaven	3	Stonebridge	8
Forest Grove	4	Sutherland	5
Greystone Heights	3	The Willows	1
Grosvenor Park	2	U of S Lands South Management Area	1
Hampton Village	6	Varsity View	5
Haultain	3	Westmount	2
Holiday Park	1	Westview	2
Holliston	4	Wildwood	2
Hudson Bay Park	3	Willowgrove	6
King George	1	No Response	122
Lakeridge	2		
Lakeview	5		

Three-Year Land Development Report 2016 - 2018

Recommendation

That the information be received.

Topic and Purpose

The Three-Year Land Development Report provides a summary of developer servicing plans and builder and developer inventory levels for residential and non-residential suburban lands within Saskatoon. The report also provides a review of dwelling unit demand based upon various population growth rates.

Report Highlights

1. Over the past three years, Saskatoon has experienced an average population growth rate of 3.4% annually. A steady growth rate of approximately 2.5% is anticipated for the next year, based on economic and housing indicators.
2. During the past two years, single-family developer and builder inventory has fluctuated between 1,400 and 1,863 lots, and developer and builder multi-family inventory has fluctuated between land capable of producing 2,400 to 3,100 units.
3. Developers in the city plan to service residential land capable of accommodating a total of approximately 7,364 dwelling units over the next three years.
4. Developers in the city plan to service approximately 210 acres of industrial land over the next three years.
5. Developers in the city plan to service approximately 209 acres of commercial land, which is capable of accommodating over 2.0 million square feet of retail space over the next three years.

Strategic Goals

Servicing of land noted in this report 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.

The information provided in this report also supports the long-term strategy of planning and investing in infrastructure needed to attract and support new businesses and skilled workers to the city, and the four-year priority of continuing to create and support a business friendly environment and increase the commercial and industrial tax base under the Strategic Goal of Economic Diversity and Prosperity.

Background

The Three-Year Land Development Report is an annual report which summarizes the servicing of residential and non-residential suburban land within Saskatoon.

This report will provide information on builder and developer inventory levels, servicing plans, and dwelling unit demand profiles based on various population growth scenarios.

Report

Key Indicators and Housing Demand

Population in Saskatoon has been growing over the past several years at an average population growth rate of 3.4% for the 2012 to 2014 period. For the 2016 to 2018 period, a steady growth rate between 2.0% and 2.75% is anticipated based on economic and housing indicators. At a 2.0% to 3.0% population rate, approximately 5,500 to 8,500 new dwelling units will be required in new suburban growth areas over the next three years. Several indicators point towards a moderation of new housing demand from the robust housing market experienced in Saskatoon over the past few years.

Residential Land Inventory

Current data from the September report of the Saskatoon Region Association of Realtors indicate a 28% increase in MLS listings from the same time last year; however, the Home Price Index has remained relatively unchanged in Saskatoon at \$327,700. Comparable to trends in recent years, builder inventory levels have remained stable in 2015, while developer inventory of single-family lots have increased over the last year.

Healthy supplies of multi-family land parcels have been available to accommodate record levels of new multi starts over the past few years. Builders and developers currently hold enough serviced land to accommodate an estimated 3,800 new units in Saskatoon suburban areas.

Residential Servicing Plans

Over the next three years, developers in the Saskatoon are planning land servicing capable of accommodating an estimated 7,364 dwelling units. This number of dwellings would support an annual population growth rate of approximately 2.6% over the same time period, while accommodating targeted inventory levels. Information on developer servicing schedules is included in Attachment 1.

Recent economic data, suggests the city's population growth will taper from recent years; however, positive growth in employment and GDP are expected to fuel new housing demand in Saskatoon albeit at a reduced level from what was experienced over the last few years. The planned suburban residential servicing levels outlined within Attachment 1 can generally be viewed as a response to higher inventory levels and accommodating a more modest population growth rate. This is in contrast to the more aggressive servicing plans of recent years, which were based off of higher population growth projections and low inventory levels.

Should population growth be lower than expected, developers, including Saskatoon Land, would respond by adjusting servicing levels to avoid an oversupply of serviced land and increased capital carrying costs. Saskatoon Land will manage this risk by continually monitoring and measuring land absorption and inventory levels.

The servicing projections in Attachment 1 outline the planned servicing schedules only, which may or may not correspond with the timeframes associated with market offerings.

Timing associated with releasing land to the market will also depend upon a review of land absorption and inventory levels.

Industrial Servicing Plans

From 2016 to 2018, developers plan to service approximately 210 acres of industrial land in the city. The majority of industrial servicing will occur in the Marquis Industrial area, with some servicing work to be completed within the Hudson Bay Industrial area and the Southwest Industrial area.

Information on industrial servicing schedules is provided in Attachment 1.

Commercial Servicing Plans

From 2016 to 2018, developers in Saskatoon plan to service over 209 acres of commercial land, which is capable of accommodating over 2.0 million square feet of retail space. In addition, to the 209 acres noted above, opportunities for commercial uses also exist on sites zoned for industrial use. For example, industrial zoned sites located on high-traffic roadways frequently accommodate retail uses such as those located on 51st Street or Millar Avenue.

Information on commercial servicing schedules is provided in Attachment 1.

Due Date for Follow-up and/or Project Completion

This report is produced by Saskatoon Land on an annual basis. A Three-Year Development Report which provides a summary for 2017 to 2019 servicing plans will be brought forward to the Standing Policy on Finance Committee in late 2016.

Public Notice

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

Attachment

1. Three-Year Land Development Report 2016 - 2018

Report Approval

Written by: Ian Williamson, Planner 16
Reviewed by: Frank Long, Director of Saskatoon Land
Approved by: Kerry Tarasoff, Acting City Manager

Three-Year Land Development Report 2016 - 2018.doc

Three Year Land Development Report (2016 - 2018)



Residential

Commercial

Industrial

Introduction

The Three Year Land Development Report is an annual report that summarizes the planned servicing of suburban residential and non-residential lands in the city of Saskatoon. This report includes the following information:

- Summary of key indicators;
- Review of demand profiles;
- Builder and developer inventory levels and current real estate listings;
- New neighbourhood build-out timeframes and market absorption; and
- Planned servicing schedules for 2016 to 2018.

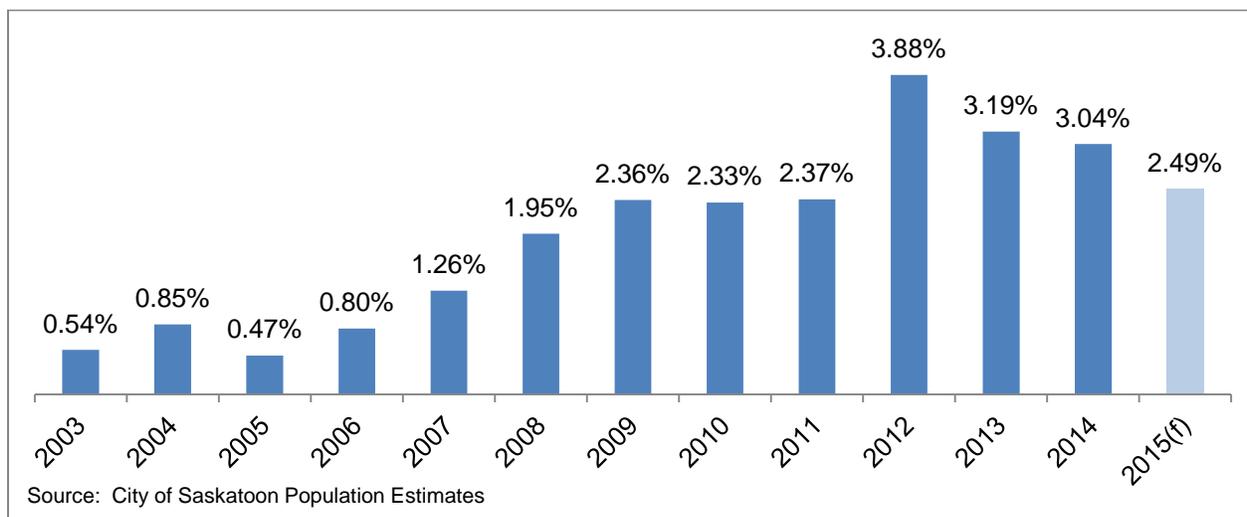
The Three-Year Land Development Report is produced by the Saskatoon Land Division, City of Saskatoon (City). As part of this process, Saskatoon Land collects known servicing information from all major land developers in Saskatoon. The collected information is used by City Administration to plan and budget for growth-related infrastructure investments that are detailed in the Land Development Capital Budget.

1. Key Indicators

Population

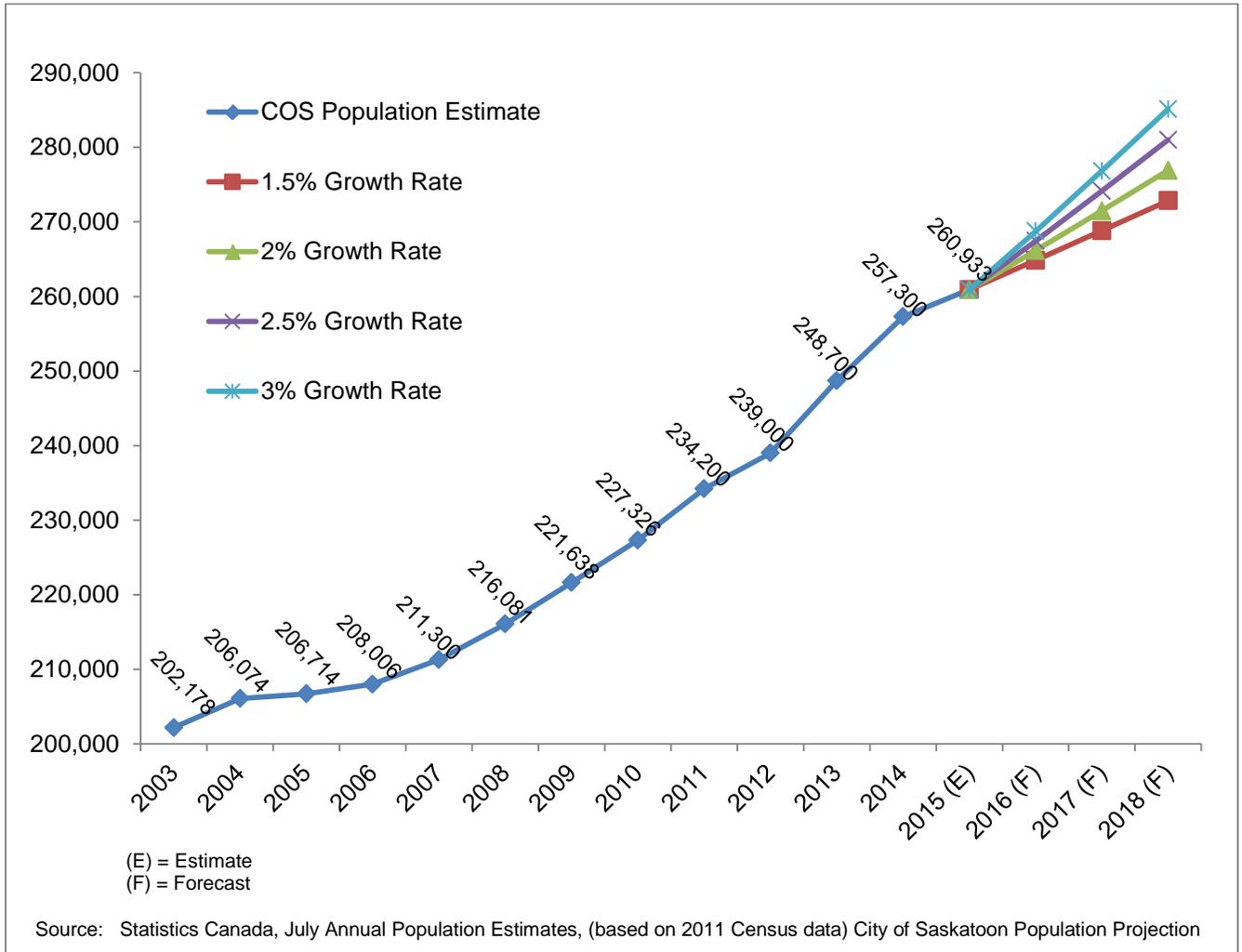
Over the past several years, Saskatoon has experienced substantial growth. Based on the City’s annual population estimates, Saskatoon has been growing at an average annual rate of 2.2% for the last 10 years (period of 2005 – 2014), and 3.4% for the last 3 years (period of 2012 – 2014). It is projected that growth rates in Saskatoon will moderate to a steady growth rate between 2.0% and 2.75% over the next few years. A current civic estimate, as of June 30, 2015, had Saskatoon’s population at 260,933. Figure 1 below indicates the historical population growth rate within Saskatoon.

Figure 1: City of Saskatoon Population Growth Change (%), 2003 – 2015 (f)



The rate at which growth will occur is unknown, but projecting various growth rates allows land developers to plan for adequate levels of serviced land to meet demand in these scenarios. Population projections for growth rates from 1.5% to 3.0% are shown in Figure 2.

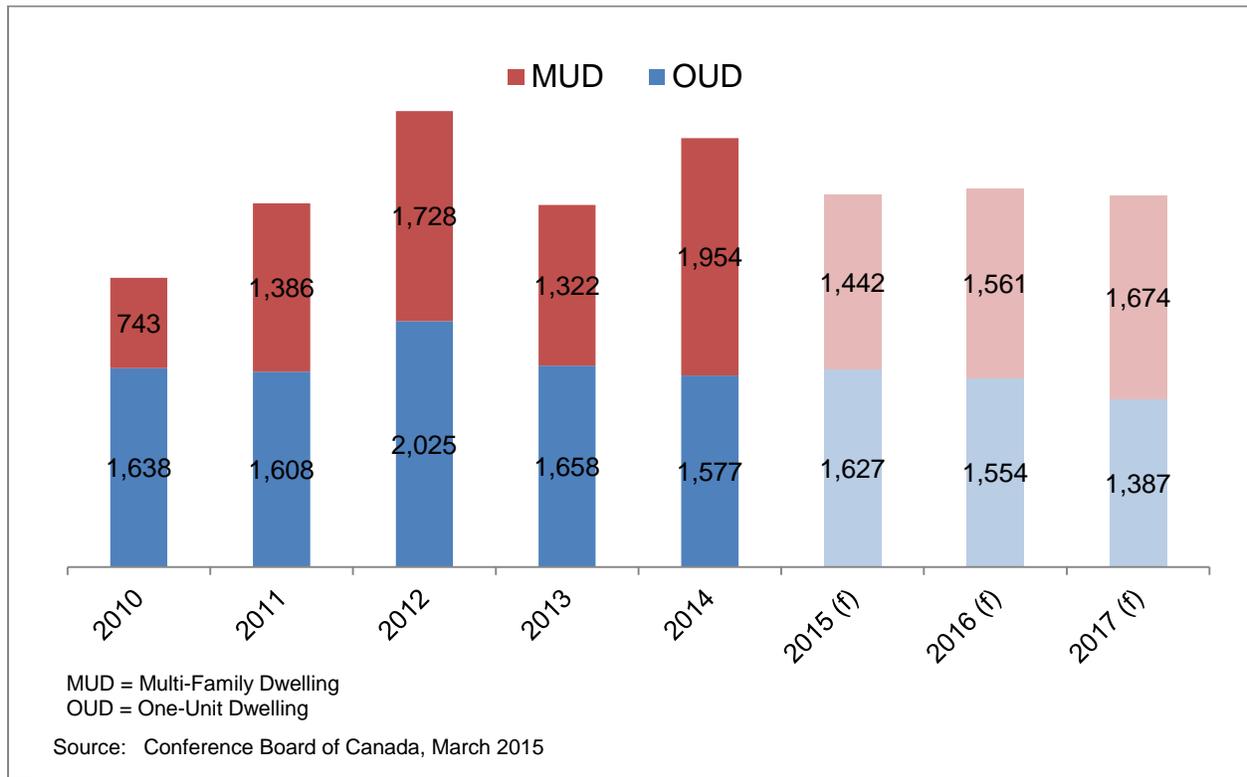
Figure 2: City of Saskatoon Population Projections 2003 – 2018(f)



Housing Starts

The Conference Board of Canada is forecasting a moderation in housing starts in the Saskatoon Census Metropolitan Area (CMA) over the next few years as shown in Figure 3 on the following page. Canada Mortgage and Housing Corporation (CMHC) data supports these findings.

Figure 3: Saskatoon CMA Housing Starts 2010 – 2017(f)

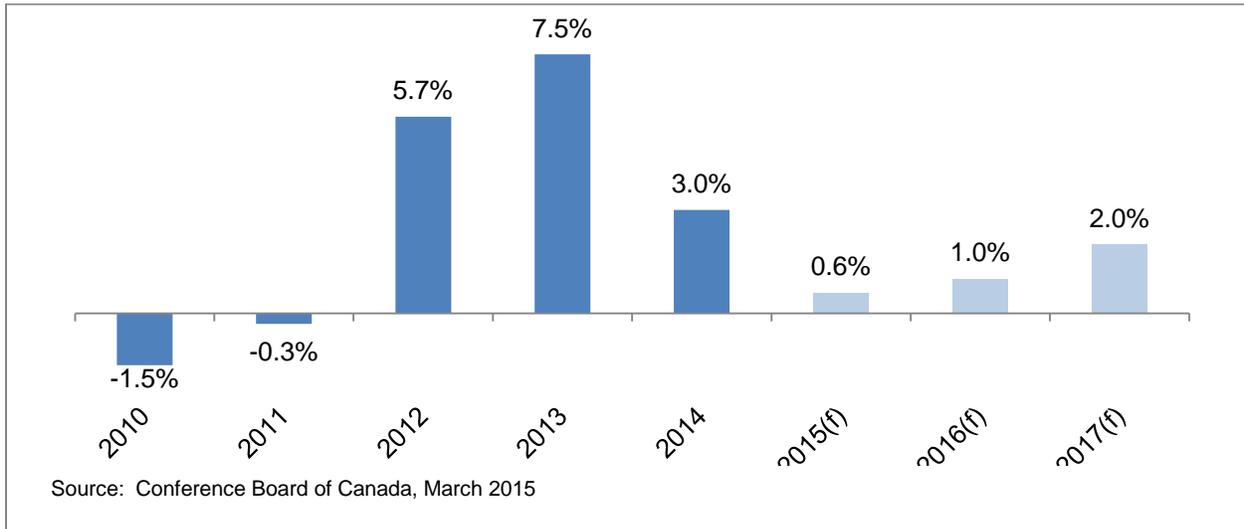


The CMHC Spring 2015 Housing Market Outlook indicated that housing starts will continue to moderate in the Saskatoon CMA region due to weakening economic conditions. Weaker economic conditions resulting from lower oil prices will moderate employment growth and net migration, thus slowing housing demand. In 2014, more multi-family units were built than single-family units. Over the past 20 years, on average, 58% of new residential construction has been single-family. The Conference Board of Canada anticipates that multi-family construction is likely to exceed single-family construction again within the next three years.

Employment

According to Statistics Canada in August 2014, Saskatoon’s unemployment rate was 4.5%. The Conference Board of Canada is forecasting a slight increase to the unemployment rate to 5.2% for 2015. However, employment growth continued in 2014 and is likely to continue to grow marginally over the next three years as shown in Figure 4 on the following page.

Figure 4: Saskatoon Total Employment Growth (% Growth), 2010 – 2017(f)



2. Demand Profile

Demand for Residential Land

Demand for residential land is estimated based on assumptions of population growth, household size and density of development. Estimates of total population growth are divided by average household size to determine the number of housing units. To estimate the amount of land required to develop these units requires assumptions about the type of housing that will be required. Based on the population growth projected in the various growth scenarios shown in Figure 2 and average household size, it is possible to estimate how many dwelling units may be required to meet a given population increase. Table 1 below indicates the population increase based on various growth scenarios determined from the City’s July 2015 population estimate of 260,933.

Table 1: City of Saskatoon Population Growth Scenarios, 2016 - 2018

Growth Rate	2016	2017	2018	Total
1.5%	3,914	3,973	4,032	11,919
2.0%	5,219	5,353	5,429	16,001
2.5%	6,523	6,686	6,854	20,063
3.0%	7,828	8,063	8,305	24,196

Table 2 on the following page demonstrates the suburban dwelling unit demand in Saskatoon at various population growth scenarios. The number of dwelling units for each growth scenario is calculated based on population growth and an average household size of 2.4 persons per unit. An average split of 84% suburban development and 16% infill development is assumed based on an average of building permits taken out over the past five years. Of the total dwelling units shown in Table 2 for suburban

demand, a 50/50 split is assumed for single-family and multi-family dwelling units based on an average of building permits taken out for the past five years. Additional information on historical demand based on building permit numbers is outlined in Section 4 of this report.

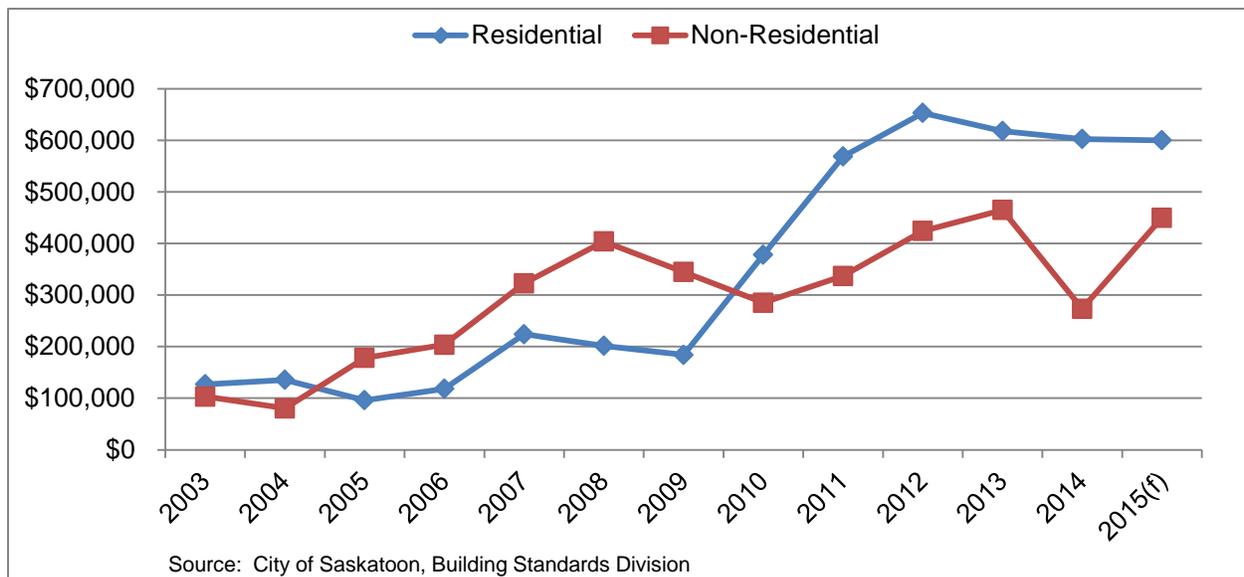
Table 2: Saskatoon Suburban Growth Scenarios, Projected Dwelling Unit Estimates, 2016 – 2018

Growth Rate	2016	2017	2018	Total
1.5%	1,370	1,390	1,411	4,171
2.0%	1,827	1,863	1,900	5,590
2.5%	2,283	2,340	2,399	7,022
3.0%	2,740	2,822	2,907	8,469

Demand for Non-Residential Land

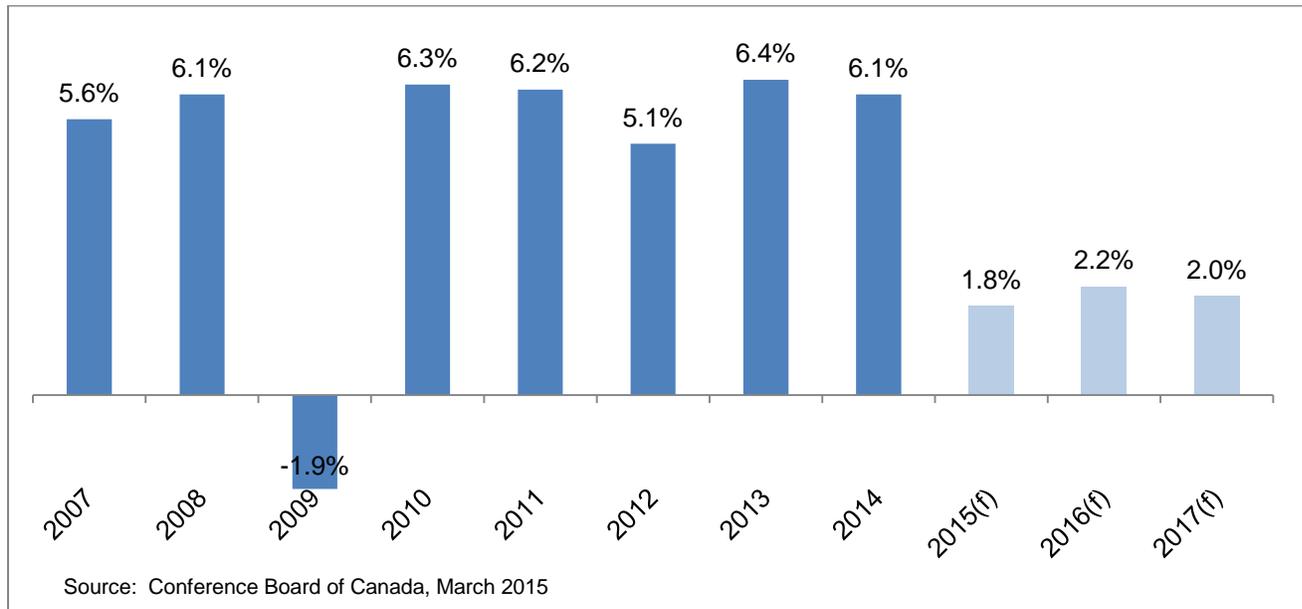
Non-residential development does not follow the growth pattern of residential development, as shown in Figure 5 below. Gross Domestic Product (GDP) growth drives employment, labour force and income trends, and results in the development of commercial facilities. Commercial development in Saskatoon also services the surrounding area so household growth in the CMA and within an approximate 100 kilometre surrounding area will influence the demand for commercial land in Saskatoon. Data from the City’s Building Standards Division indicated that 2014 Building Permit values were just under \$1 billion. Building permit values for 2015 are projected to exceed \$1 billion as a result of permits for several significant institutional projects, such as the Saskatchewan Children’s Hospital, the Civic Operations Centre, and a portion of the new school P3 projects.

Figure 5: Building Permit Values (\$, 000) 2003 – 2015(f)



Saskatoon’s economy has experienced robust growth over the past few years. The Gross Domestic Product (GDP) grew 6.1% from 2013 to 2014. However, the Conference Board of Canada is forecasting that the GDP growth will moderate to 1.8% this year because of weakness in the resource and utilities sector. Moderate GDP growth is forecasted over the next three years.

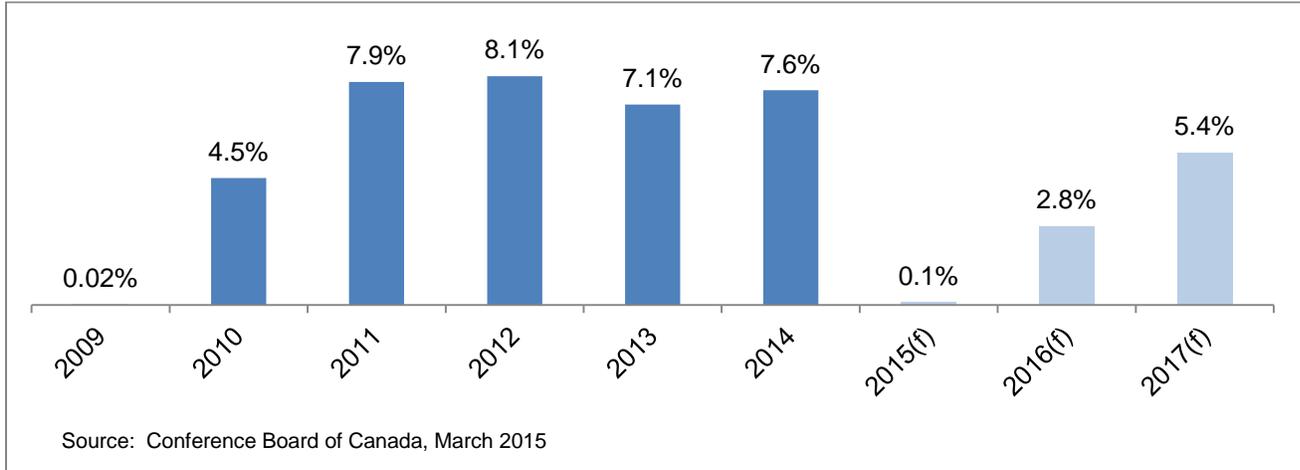
Figure 6: Saskatoon CMA Real GDP Growth (% Change), 2007 – 2017 (f)



The Conference Board of Canada has projected that the retail sector will see marginal growth in 2015. This is a drop from the retail growth experienced in the last four years, as shown in Figure 7 on the following page. However, the retail sector is expected to show strong growth in 2016 and 2017.

Additionally, personal disposable incomes have kept pace with cost of living increases over the last few years. Disposable income (per capita) has increased annually since 2009, with the largest increase occurring between 2012 and 2013 at 7%. The Conference Board of Canada is forecasting moderate increases over the next couple years.

Figure 7: Retail Sales Growth (%) in Saskatoon 2009 – 2017(f)



Demand for industrial land is perhaps the least dependent on local demand. While industrial land is used extensively to service the local economy, demand for industrial services and land can be generated by regional, inter-provincial and international demand. However, local labour force and community characteristics will play an essential part in attracting non-local industrial capacity. Current inventories and historical absorption rates of industrial land are an essential baseline for guiding the development of additional industrial land.

3. Land Inventory – Residential

Real Estate Listings

Indicators point towards a moderation from the robust housing market experienced in Saskatoon over the past few years. The Saskatoon Region Association of Realtors (SRAR) is predicting a moderation in the Saskatoon housing market into the remainder of 2015. Every month in 2015 has represented a year-over-year reduction in the number of home sales in Saskatoon. This is also coupled with a continued increase in inventory levels. As of September 5, 2015, there are over 2,000 residential MLS listings on the market in Saskatoon. This represents a 26% increase from one year ago.

However, based on data collected from SRAR, the Home Price Index benchmark price of \$327,700 remains virtually unchanged from a year ago for a single-family home. The Home Price Index has remained fairly flat for Saskatoon indicating that prices are remaining stable for the time being.

Builder and Developer Inventory – Single-Family Lots

Table 3 below identifies the starting inventory of single-family lots held by homebuilders and land developers as of January 1, 2015.

Table 3: Builder/Developer Single-Family Inventory, January 1, 2015

Neighbourhood	Builder	Developer Inventory		Total
	Inventory	City	Private	
Arbor Creek	2	0	0	2
Briarwood	5	4	0	9
Evergreen	380	96	0	476
Hampton Village	25	3	0	28
Kensington	365	236	56	657
Rosewood	202	17	165	384
Stonebridge	260	0	4	260
Westview	0	3	0	3
Willowgrove	6	0	0	6
The Willows	1	0	0	1
Totals	1,246	355	225	1,826

As Table 3 indicates, on January 1, 2015, a total of 1,246 single-family lots were held by builders and 580 single-family lots were held by developers, for a total of 1,826 single-family lots. The developer inventory consisted of 355 single-family lots produced by Saskatoon Land, and 225 single family lots produced by private developers.

Based on information obtained from all developers within the city, Saskatoon Land anticipates a builder inventory of approximately 1,200 single-family lots, and a developer inventory of approximately 700 single-family lots as of January 1, 2016. These projections take into account completed single-family servicing from July to December 2015.

While single-family builder inventory levels have remained relatively stable over the past few years, developer inventory of single-family lots has increased in the last year. Due to slower housing starts this year, and an increase in residential real estate listings, developers are holding more single family inventory than in recent years.

Lots held by developers are generally required to meet demand by homebuilders for the upcoming construction season. Due to the high cost and time involved with lot servicing, each developer will identify their required inventory sufficiency level. This figure will allow the developer to balance supply versus demand needs within the housing market. Oversupply of product brings financial carrying costs incurred by the developers. Undersupply can create a lack of options for builders who do not have sufficient inventory of lots and may create artificial demand due to speculators.

Inventory sufficiency requirements for developers have been set at a minimum one-year supply of single-family lots.

Builder and Developer Inventory – Multi-Family Inventory

Table 4 below identifies inventory of multi-family land held by builders and developers as of January 1, 2015.

Table 4: Builder and Developer Multi-Family Inventories, January 1, 2015

Neighbourhood	Builder Inventory		Developer Inventory				Totals	
			City		Private			
	Acres	Possible Dwelling Units	Acres	Possible Dwelling Units	Acres	Possible Dwelling Units	Acres	Possible Dwelling Units
Blairmore S.C	4.05	243	0.00	0	0.00	0	4.05	243
Evergreen	26.65	433	31.32	727	0.00	0	57.97	1,160
Hampton Village	7.58	114	0.00	0	0.00	0	7.58	114
Kensington	6.96	241	0.00	0	2.65	40	9.61	281
Lakewood S.C.	3.82	152	0.00	0	0.00	0	3.82	152
Rosewood	9.99	150	0.00	0	4.38	78	14.37	228
Stonebridge	13.29	577	0.00	0	14.43	296	27.72	873
Willowgrove	2.03	81	0.00	0	0.00	0	2.03	81
Totals	74.37	1,991	31.32	727	21.46	414	127.15	3,132

Note: The average density of development indicated in the above table is approximately 28 units per acre. This ranges from 15 units per acre for most group townhouse sites to 40 units per acre for 3-storey buildings to 60 units per acre for M3 lands in the Blairmore Suburban Centre and Stonebridge.

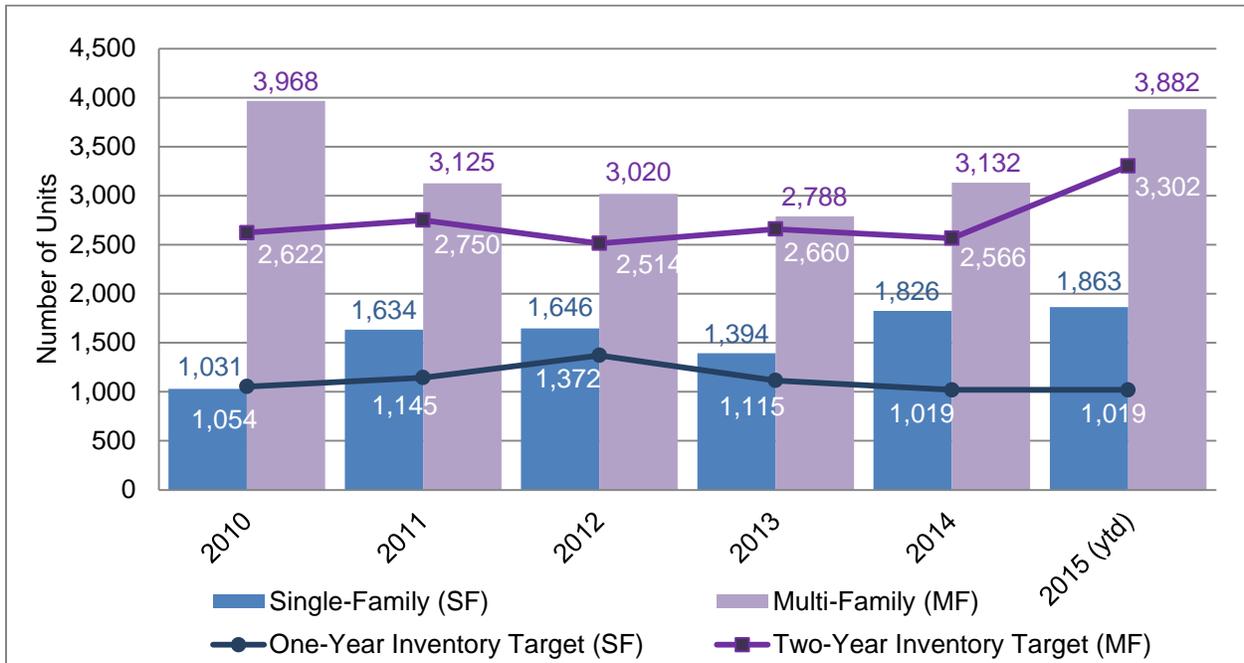
The target for multi-family land is equivalent to a two-year supply held by Saskatoon Land and private sector home builders and developers. The annual target for serviced multi-family land is based on past building permits, projected population growth and projected demand for multi-family units in the upcoming year. Typically, servicing of multi-family sites within a neighbourhood is driven by the phasing for single-family lots. As a result, the amount of multi-family land being serviced year to year can vary greatly.

Multi-family permit activity has been strong for the past couple of years. Activity for 2015 has been no different and has shown another strong year, outpacing permits issued in 2014 on a dwelling unit basis. This trend has led to a reduction of multi-family land inventory in 2015, which will be replenished with the servicing completion of phases within the Brighton, Evergreen, and Kensington neighbourhoods later this year to meet the targeted two-year supply.

Figure 8 on the following page displays the historical inventory levels held by home builders and developers in Saskatoon over the past five years. Comparable to trends seen in recent years, builder inventory levels of single-family lots have been stable, while developer single-family inventory has increased slightly in the past year. Single-family inventory levels have fluctuated between 1,031 and 1,863 single-family lots, which generally represents a one to one-and-a-half year supply of single-family

inventory based on the last two-year average of single-family building permits. Multi-family inventory held by builders and developers has fluctuated between 2,400 to 4,000 dwelling units.

Figure 8: Builder/Developer Inventory Levels, 2010 – September 2015



4. Market Absorption and Neighbourhood Build-Out

Due to the high population growth rates experienced in the city in recent years, neighbourhood build-out times have shortened significantly, moving towards seven to eight year build-out times in the cases of the Willowgrove and Hampton Village neighbourhoods. Evergreen is also on pace for a comparable build-out time, with the final phase of single-family servicing completed in 2014.

Details on neighbourhood build-out timeframes are shown in Table 5 on the following page. This information is based on planned servicing and the number of building permits issued for each neighbourhood.

Table 5: New Neighbourhood Build-Outs, September 1, 2015

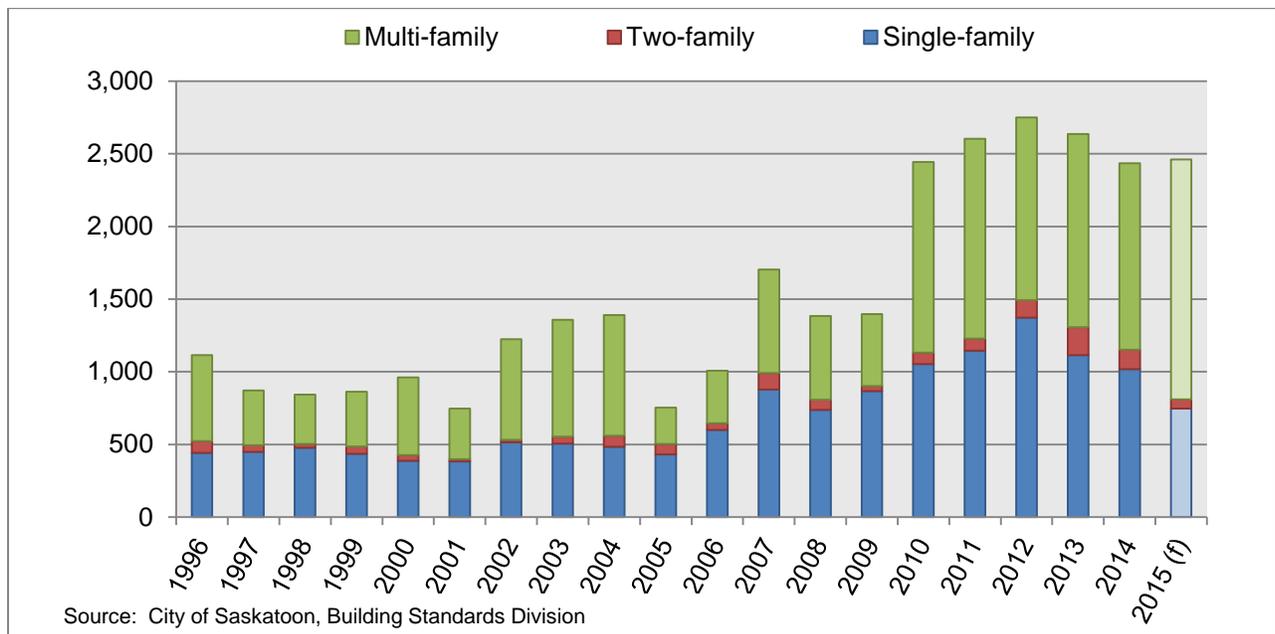
Neighbourhood	OOD (to date)	MUD (to date)	Total Estimated OOD	Total Estimated MUD	Build-out % SF	Build-out % MF	Overall Build-out	Est. Servicing Completion	Est. Full Build-Out Year
Evergreen	1,509	1,026	1,753	3,691	86.1%	27.8%	46.6%	complete	2017
Hampton Village	1,838	650	1,851	744	99.3%	87.4%	95.9%	complete	2016
Kensington	262	319	1,708	1,741	15.3%	18.3%	16.8%	2018	2021
Rosewood	1,110	477	2,731	1,532	40.6%	31.1%	37.2%	2020	2023
Stonebridge	2,463	1,790	2,655	1,815	92.8%	98.6%	95.1%	2015	2017
Willowgrove	1,754	994	1,763	1,094	99.5%	90.9%	96.2%	complete	2015

OOD = one-unit dwelling
MUD = multi-unit dwelling

The Monthly Building Permit Report indicates as of September 1, 2015, building permits were issued for 474 single-family units and 1,103 multi-family units. This results in a respective split of 32 and 68%.

Due to anticipated demographic changes in Saskatoon as a result of an aging population and a movement towards smaller household sizes, new neighbourhoods are designed to accommodate an increase in demand for multi-family development. Based on city-wide numbers, housing demand is trending towards more multi-family units. Attractive price points offered by builders have also encouraged more entry level home ownership and rental units within the multi-family sector. Historical building permit figures for single-family dwellings, two-unit dwellings and multi-family dwelling units are shown in Figure 9 below.

Figure 9: Historical Building Permit Issuance, 1996 – 2015(f)



5. Land Inventory - Industrial

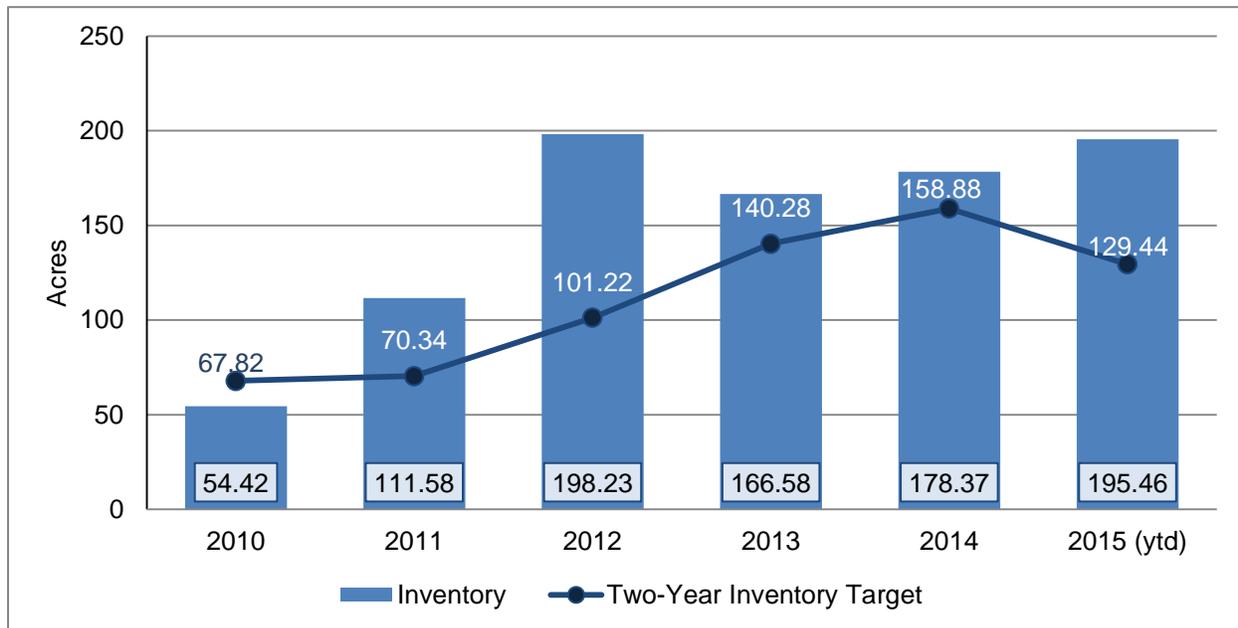
Saskatoon Land's five year average for industrial land sales and long term leases is shown in Table 6 below. From 2011 to 2015, Saskatoon Land averaged 64.72 acres per year of industrial land sales and long-term leases.

Table 6: Five Year Average Industrial Land Sales/Lease, 2011 – 2015(f)

Year	Acres
2011	98.28
2012	86.57
2013	54.80
2014	54.56
2015 (f)	29.40
Average	64.72

Saskatoon Land is mandated to ensure a two-year supply of industrial land at the end of each construction season. Figure 10 shows the historical inventory levels of land available for industrial development held by developers and recent industrial land purchasers. The two-year inventory target is based on industrial sales from the preceding five years. For example, the 2015 two-year inventory target is based on the annual average industrial land sales and leases from 2010 through 2014, and doubled to equal a two-year inventory target.

Figure 10: Historical Industrial Inventory, 2010 – 2015 (ytd)



6. Servicing Plans – Residential

Servicing plans for suburban single-family lots and multi-family parcels by Saskatoon Land and private developers are outlined in Tables 7 and 8. Corresponding to the tables, Figures 11 to 23 show the areas planned for servicing by neighbourhood for 2016, 2017, and 2018. These servicing forecasts are assembled from information provided by Saskatoon Land and private developers within the city. Forecasts represent a best case scenario for servicing completion and assume strong contractor performance and optimal weather conditions for servicing.

It should be noted that land developers have the option to scale back on servicing plans should market demand slow or in an effort to avoid oversupplying the market. Similarly, land developers have the ability to accelerate servicing plans should market demand increase. The planned servicing levels outlined in this report are projections and intend to note all the lots to be serviced.

Single-Family Servicing

Table 7 identifies the servicing plans for single-family lots by neighbourhood.

Table 7: Single-Family Lot Servicing Projections (2016 – 2018)

Neighbourhood	2016			2017			2018			2016 – 2018
	City	Private	Total	City	Private	Total	City	Private	Total	Total
Aspen Ridge	241	0	241	382	0	382	333	61	394	1,017
Brighton	0	350	350	0	280	280	0	250	250	880
Elk Point	0	0	0	0	100	100	147	60	207	307
Kensington	0	122	122	0	100	100	110	100	210	432
Rosewood	0	210	210	0	285	285	0	200	200	695
The Willows	0	0	0	0	0	0	0	60	60	60
Total	241	682	923	382	765	1,147	590	731	1,321	3,391

In addition to the servicing plan as noted above, Saskatoon Land has approximately 500 lots serviced to the water and sewer stage in any one year. This partial servicing creates more certainty in production and allows for a short-term acceleration of serviced lots to accommodate market demand.

Multi-Family Servicing

Table 8, on the following page, identifies the servicing plans for multi-family land by neighbourhood for 2016 to 2018. For each year, the number of acres of land is shown as well as an estimate of the number of possible residential units that could be accommodated on that amount of land. Some of the land zoned for institutional or mixed-use development may also accommodate non-residential uses. However, for the purposes of this report, residential uses have been assumed at maximum potential density for each development site.

Table 8: Multi-Family Servicing Projections (2016 to 2018)

Neighbourhood	2016		2017		2018	
	Acres	Possible Dwelling	Acres	Possible Dwelling	Acres	Possible Dwelling
Aspen Ridge						
City	14.96	439	17.67	530	10.99	172
Private	-	-	3.86	154	2.93	59
Total	14.96	439	21.53	684	13.92	231
Brighton						
City	-	-	-	-	-	-
Private	14.93	224	7.62	79	5.24	78
Total	14.93	224	7.62	79	5.24	78
Elk Point						
City	-	-	-	-	3.71	56
Private	-	-	2.34	35	1.77	27
Total	-	-	2.34	35	5.48	83
Evergreen						
City	8.10	324	-	-	-	-
Private	-	-	-	-	-	-
Total	8.10	324	-	-	-	-
Kensington						
City	-	-	-	-	16.03	307
Private	18.00	508	-	-	-	-
Total	18.00	508	-	-	16.03	307
Rosewood						
City	4.10	132	-	-	-	-
Private	8.61	137	26.00	390	14.00	210
Total	12.71	269	26.00	390	14.00	210
Willows						
City	-	-	-	-	-	-
Private	-	-	-	-	15.30	230
Total	-	-	-	-	15.30	230
TOTAL						
City	27.16	895	17.67	530	27.02	479
Private	41.54	869	37.48	623	37.47	577
Total	68.70	1,764	55.15	1,153	64.49	1,056

Table 9 summarizes single-family and multi-family dwelling unit servicing schedules of all developers from 2016 to 2018. From 2016 to 2018, developers in Saskatoon plan to service land for a total of 7,364 dwelling units.

Table 9: Residential Servicing Projections Summary (2016 – 2018)

Land Use	2016	2017	2018	Total
Single-Family	923	1,147	1,321	3,391
Multi-Family	1,764	1,153	1,056	3,973
Total	2,687	2,300	2,377	7,364

Based on the servicing projections contained within last year's report, developers planned to service approximately 13,000 dwelling units over a three-year period, however, this year's projections for dwelling units is 7,364. This is a reduction of planned servicing of approximately 40% over last year's report. The planned residential servicing levels outlined in this report can generally be viewed as a move towards accommodating a more modest population growth rate and rising developer inventory levels. This is in contrast to the more aggressive servicing plans of past years, which were based off of higher population growth rate projections and lower builder and developer inventory levels.

Typically, multi-family servicing is driven by the servicing schedules of single-family land. In many phasing areas from 2016 to 2018, single-family phases are located in close proximity to high numbers of multi-family sites. In addition, a greater effort to concentrate multi-family sites along major neighbourhood roadways result in large areas of multi-family land being serviced in a given phase. Also, a general shift towards higher density suburban neighbourhoods, through the inclusion of more apartment style, mixed-use, and stacked townhouse sites, contribute to the high number of multi-family sites being serviced.

Multi-family building permit numbers have been high in recent years. In 2014, building permits issued for multi-family units were higher than those of single-family building permits issued. This trend is expected to continue, as building permits for multi-family units in 2015 is on pace for a record year. By tracking permit activity and absorption rates on multi-family parcels, developers have adjusted their servicing plans to accommodate the increase in demand for multi-family parcels. Planned infrastructure investments by Saskatoon developers noted within this report indicate capacity to accommodate a continuation of increased demand in the multi-family sector.

From 2016 to 2018, developers in Saskatoon are planning land servicing capable of accommodating an estimated 7,364 dwelling units. This number of dwellings would support an annual population growth rate of approximately 2.6% over the same time period. While recent economic data indicates demand for new dwelling units will moderate from the unprecedented growth experienced during the past few years, positive growth in employment and GDP are expected to fuel a continuation of new housing demand in Saskatoon albeit at a more stable level.

Should population growth be lower than expected, developers, including Saskatoon Land, would respond by adjusting servicing levels to avoid an oversupply of serviced land and increased capital carrying costs. Saskatoon Land will manage this risk by continually monitoring and measuring land absorption and inventory levels. Furthermore, use of a phased servicing approach that involves tendering the installation of deep services one year and roadway construction the next year will provide Saskatoon Land additional flexibility in managing capital outlay and its land supply objectives.

It should also be noted that the servicing projections included in the report outline the planned servicing schedules only, which may or may not correspond with the timeframes associated with market offerings.

Figure 11: Aspen Ridge Servicing Schedule, 2016 to 2018

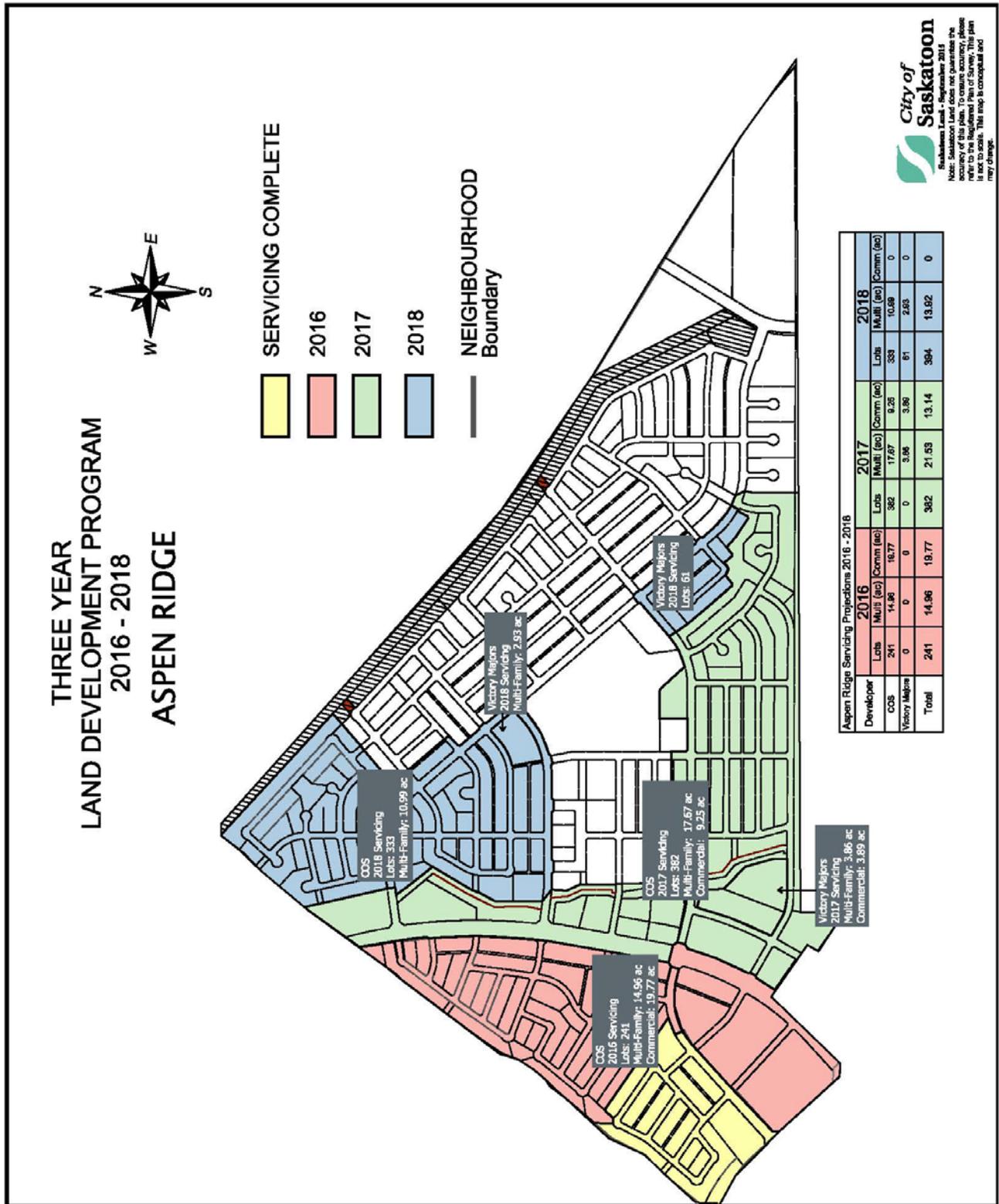


Figure 12: Brighton Servicing Schedule, 2016 to 2018

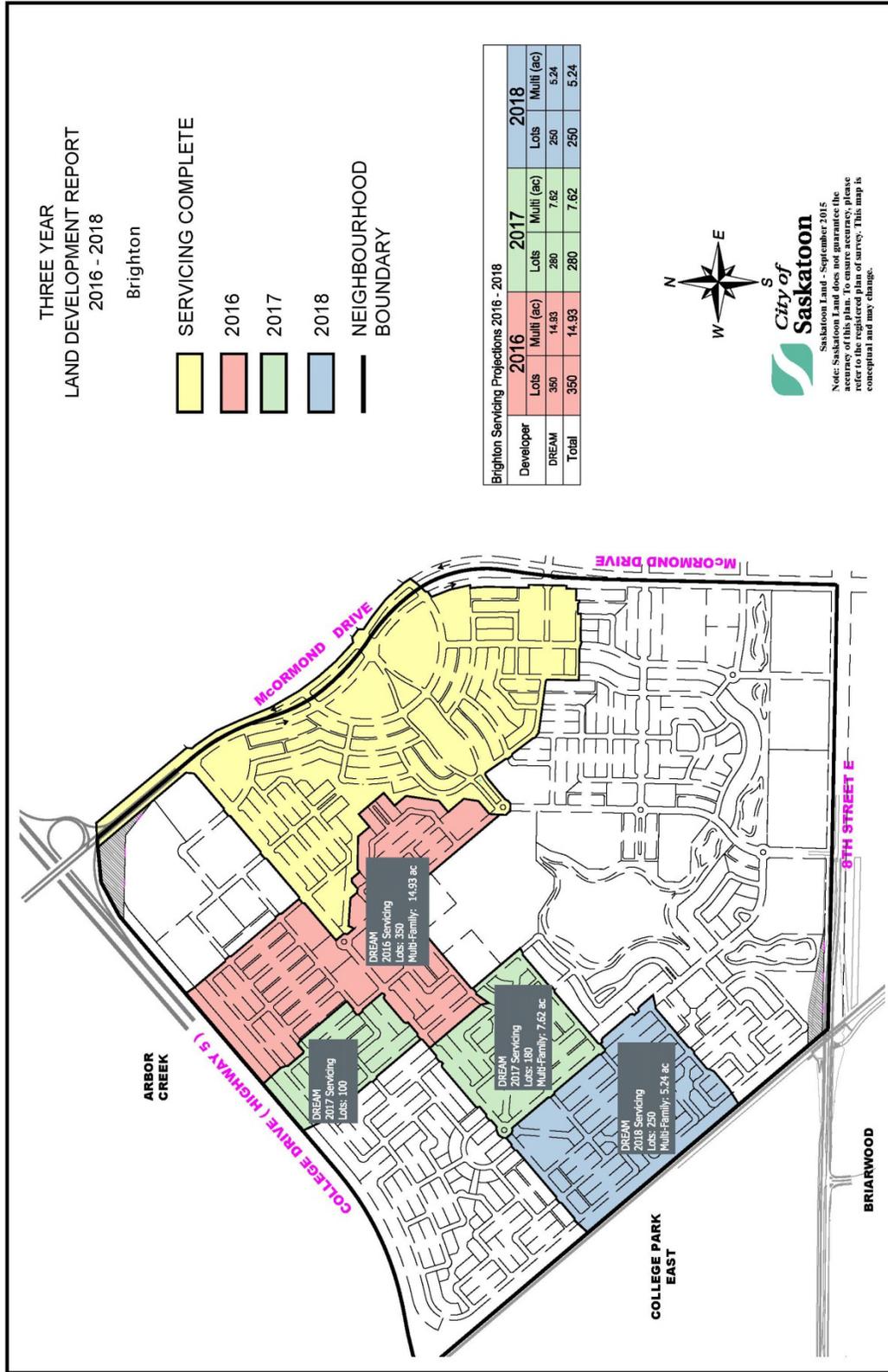


Figure 13: Elk Point Servicing Schedule, 2016 to 2018

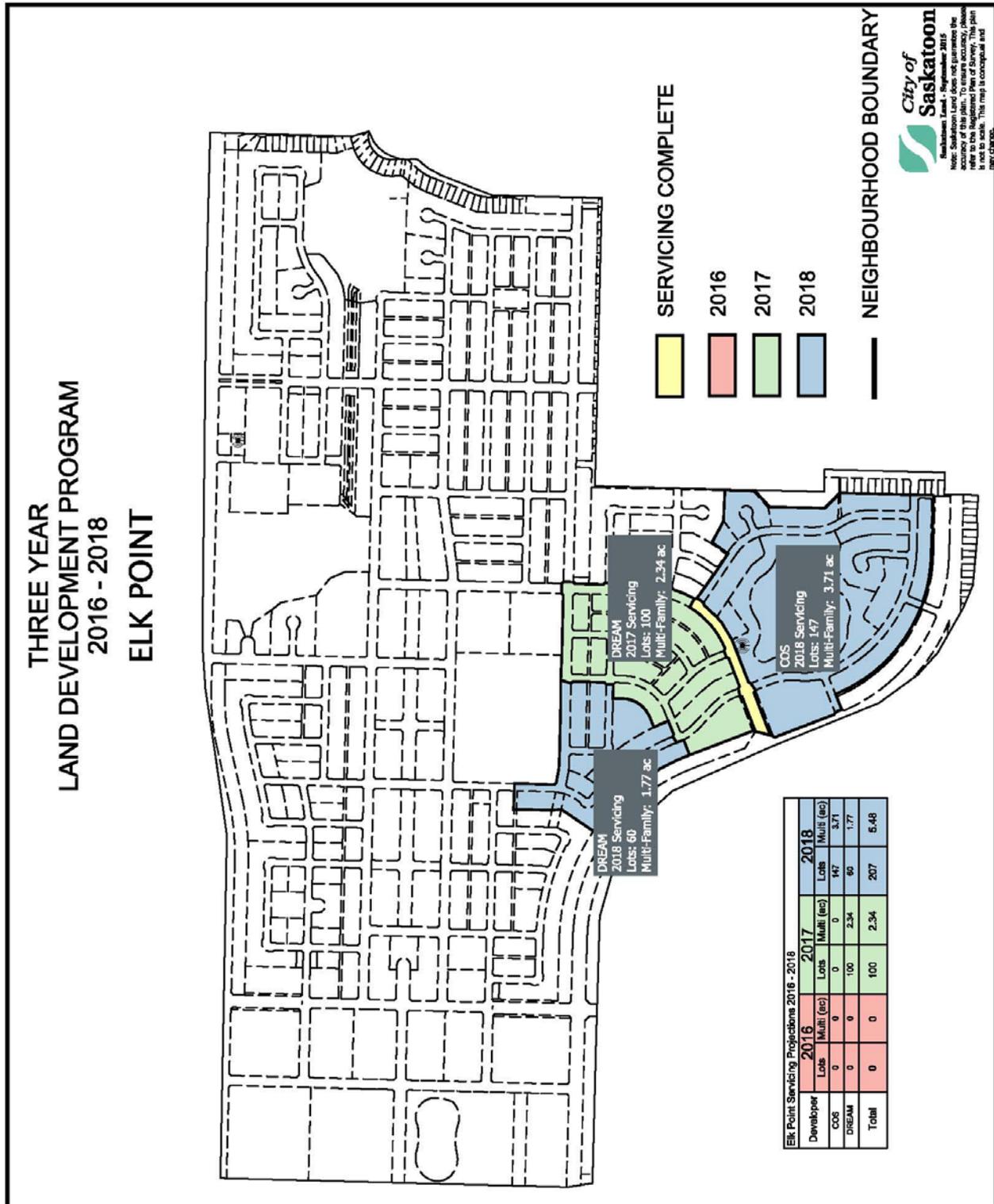


Figure 14: Evergreen Servicing Schedule, 2016 to 2018

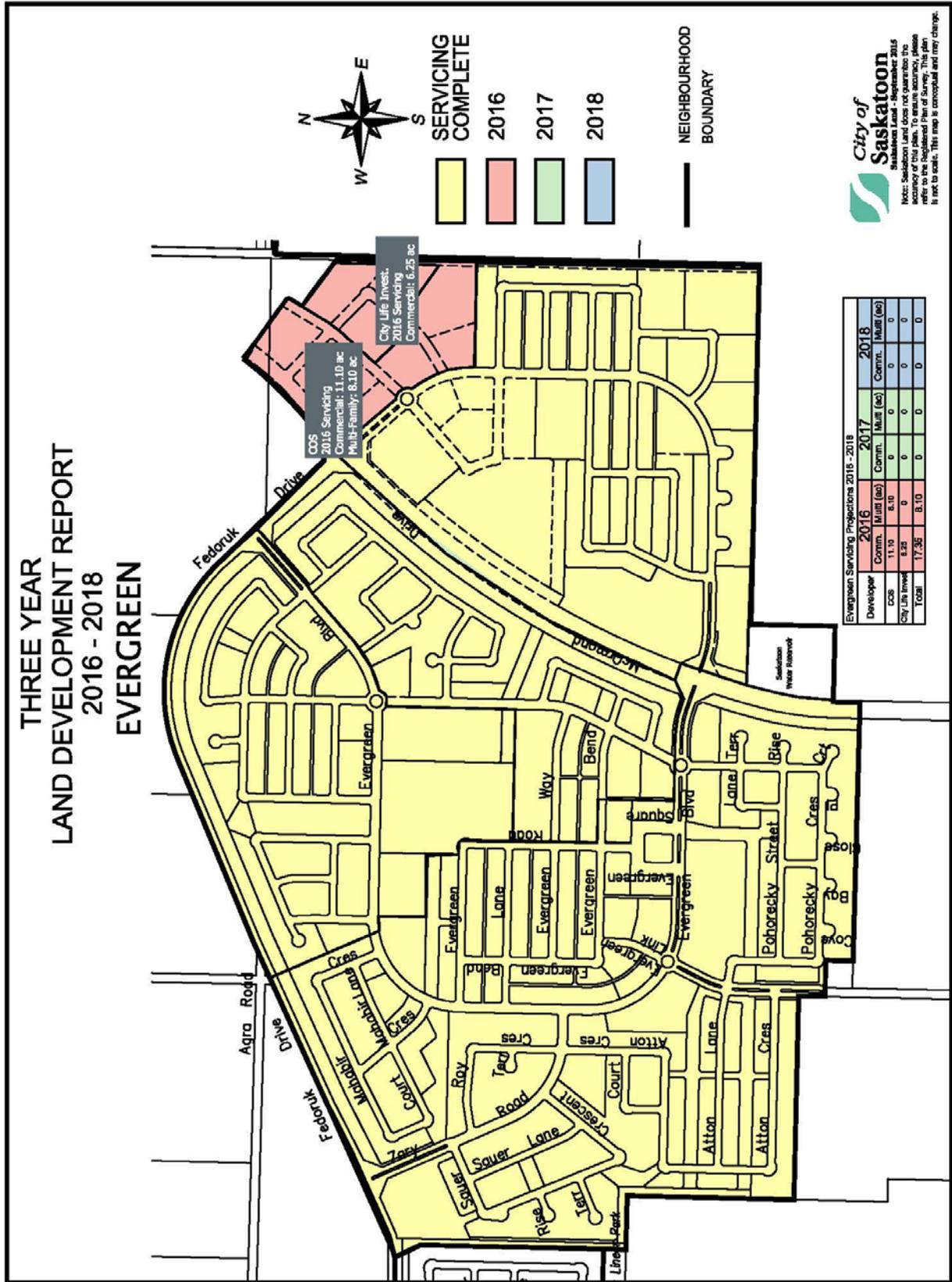


Figure 15: Kensington Servicing Schedule, 2016 to 2018

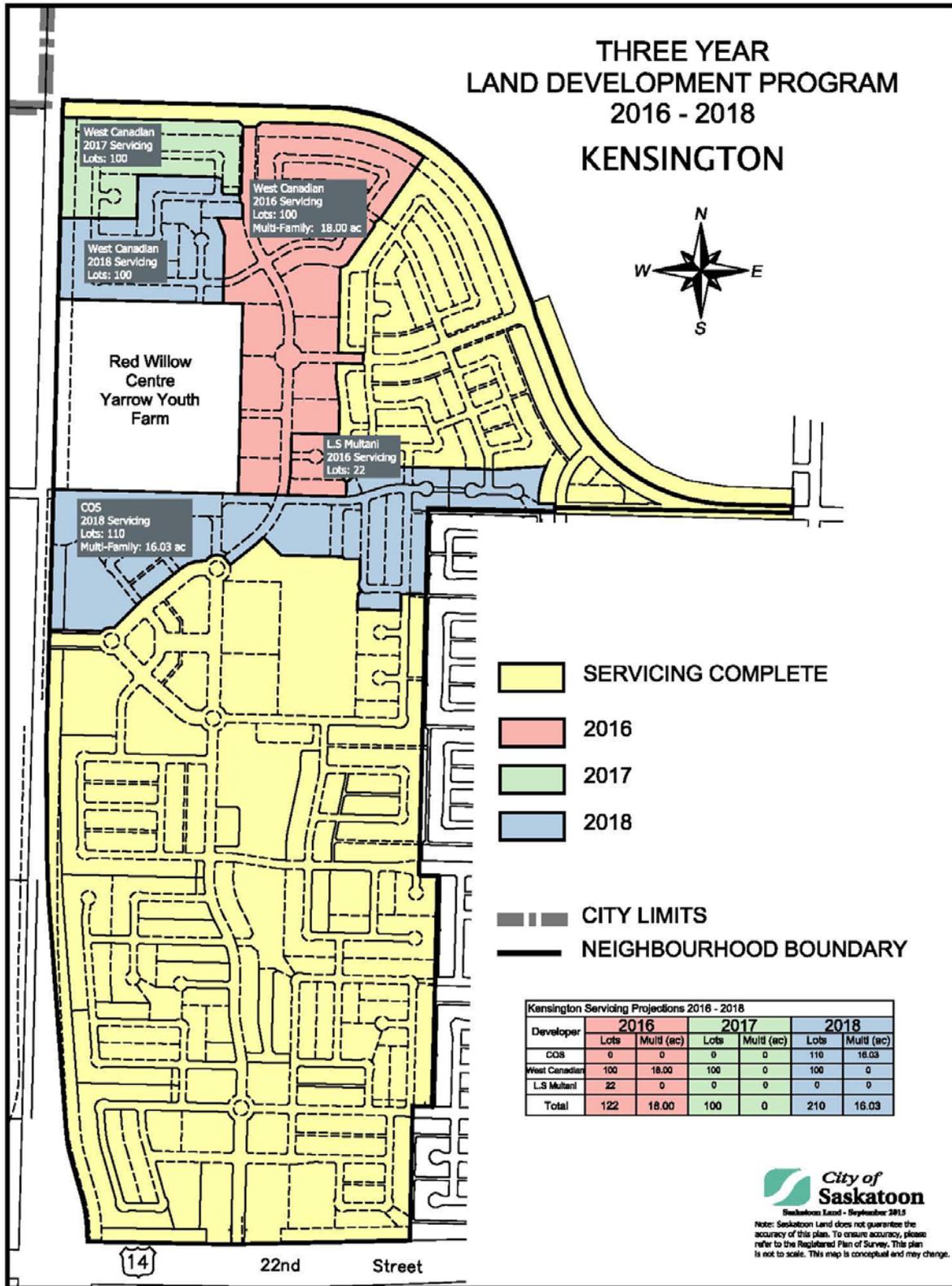


Figure 16: Rosewood Servicing Schedule, 2016 to 2018

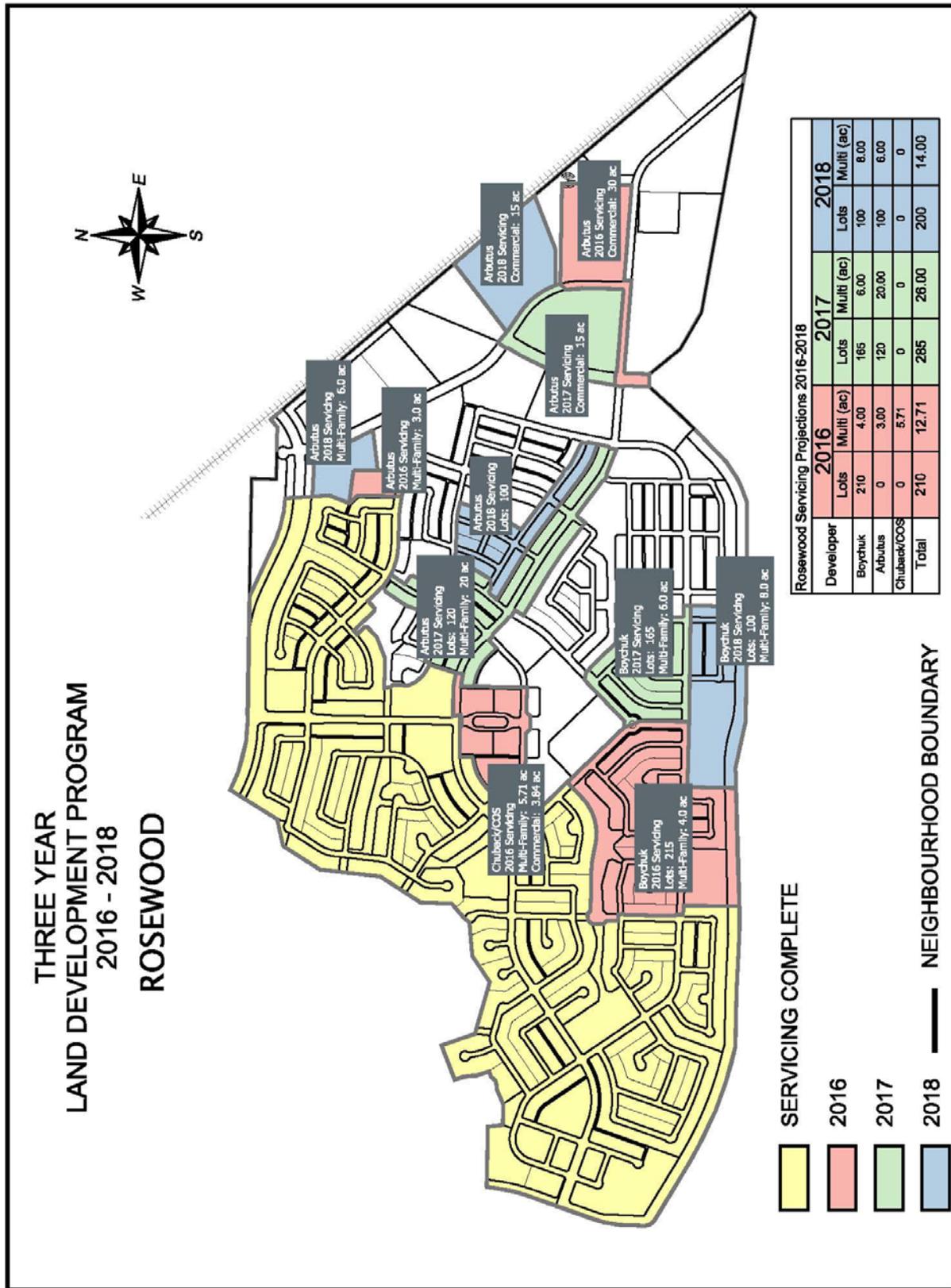
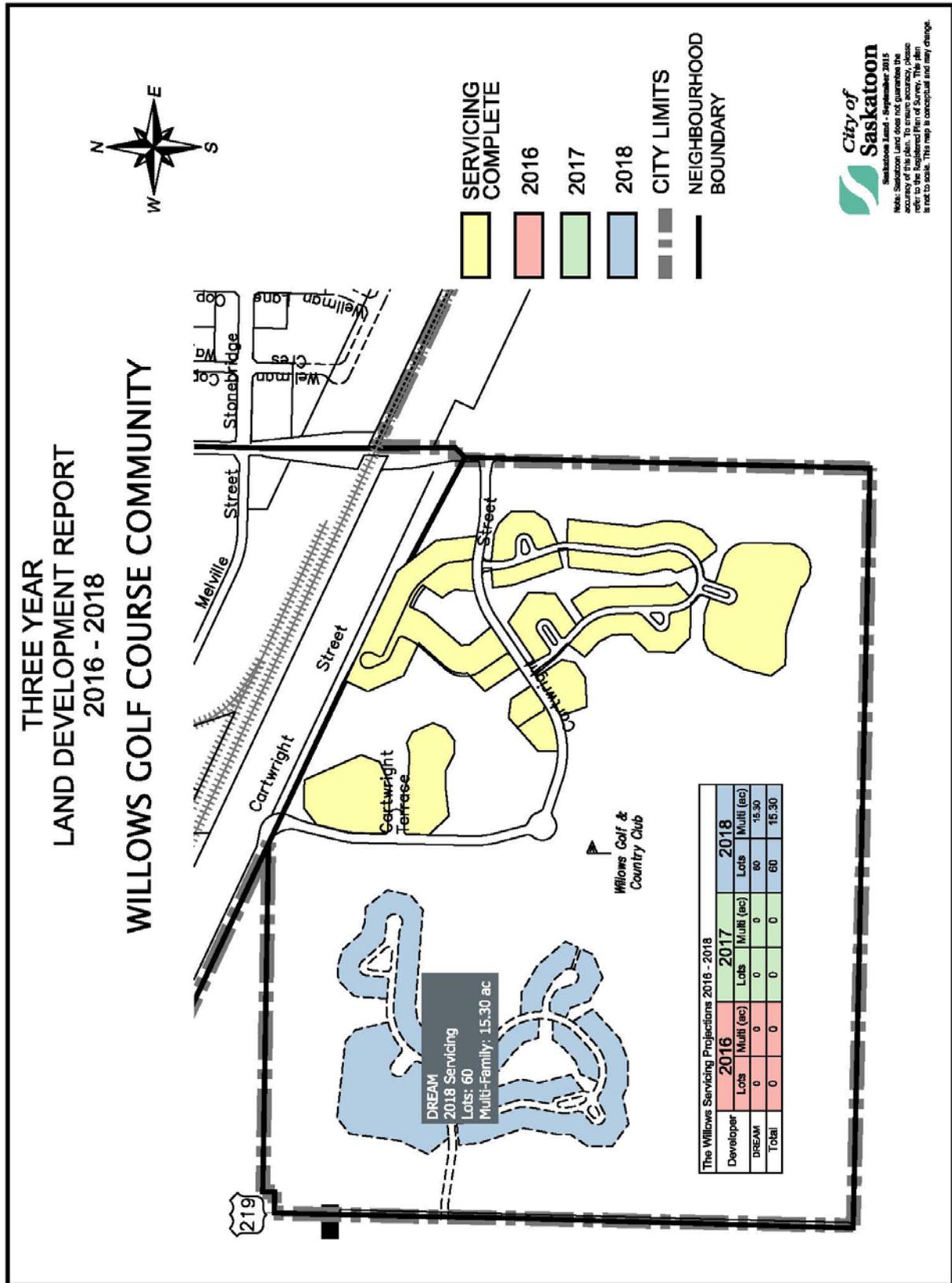


Figure 17: The Willows Servicing Schedule, 2016 to 2018



7. Servicing Plans – Industrial

Table 10 identifies projected industrial land servicing for 2016 to 2018. Saskatoon Land's ownership area in the Marquis Industrial area will reach servicing completion in 2018.

Table 10: Industrial Servicing Projections (2016 – 2018)

Neighbourhood	2016		2017		2018		2016 - 2018	
	City (ac)	Private (ac)	City (ac)	Private (ac)	City (ac)	Private (ac)	City (ac)	Private (ac)
Marquis	45.62	0	83.84	0	51.96	0	181.42	0
Hudson Bay	5.46	0	0	0	0	0	5.46	0
SW Industrial	22.92	0	0	0	0	0	22.92	0
Total	74.00	0	83.84	0	51.96	0	209.80	0

8. Servicing Plans – Commercial

Table 11 identifies projected commercial land servicing for 2016 to 2018. In deriving the potential retail square footage, all lands zoned for commercial or mixed-use were used to determine the potential square footage. Land zoned for mixed-use may accommodate stand-alone residential or institutional uses. However, for the purpose of these numbers, maximum commercial densities were assumed. Retail square footage for a given site was based on an average of 10,000 square feet of retail space per acre.

Opportunities for commercial uses also exist outside of those identified in Table 11. For example, industrial zoned sites located on high-traffic roadways frequently accommodate retail uses, such as those found on 51st Street or Millar Avenue.

Table 11: Commercial Land Servicing – Retail Square Footage (000's) - 2016 to 2018

Neighbourhood	2016				2017				2018			
	City		Private		City		Private		City		Private	
	ac	sq. ft.	ac	sq. ft.	ac	sq. ft.	ac	sq. ft.	ac	sq. ft.	ac	sq. ft.
Aspen Ridge	19.8	198	0	0	9.3	93	3.9	39	0	0	0	0
Blairmore #3	0	0	0	0	0	0	0	0	28.6	286	0	0
Brighton	0	0	7.7	77	0	0	0	0	0	0	0	0
Evergreen	11.1	111	6.3	63	0	0	0	0	0	0	0	0
Hampton B.P.	0	0	0	0	0	0	0	0	13.6	136	16.8	168
Holmwood S.C.	0	0	0	0	0	0	0	0	0	0	25.0	250
Rosewood	1.9	19	35.1	351	0	0	15.0	150	0	0	15.0	150
Totals	32.8	328	49.1	491	9.3	93	18.9	189	42.2	422	56.8	568
Grand Total	ac								209.1			
	Sq. Ft								2091			

As indicated in Table 11, developers in Saskatoon plan to service over 209 acres of commercial land from 2016 to 2018, which is capable of accommodating over 2 million square feet of retail space. The majority of new retail space will be accommodated, along McOrmond Drive in the Aspen Ridge Neighbourhood, in the Rosewood commercial area, Hampton Business Park Area, and Holmwood and Blairmore suburban areas.

Figure 18: Hudson Bay Industrial Servicing Schedule, 2016 to 2018

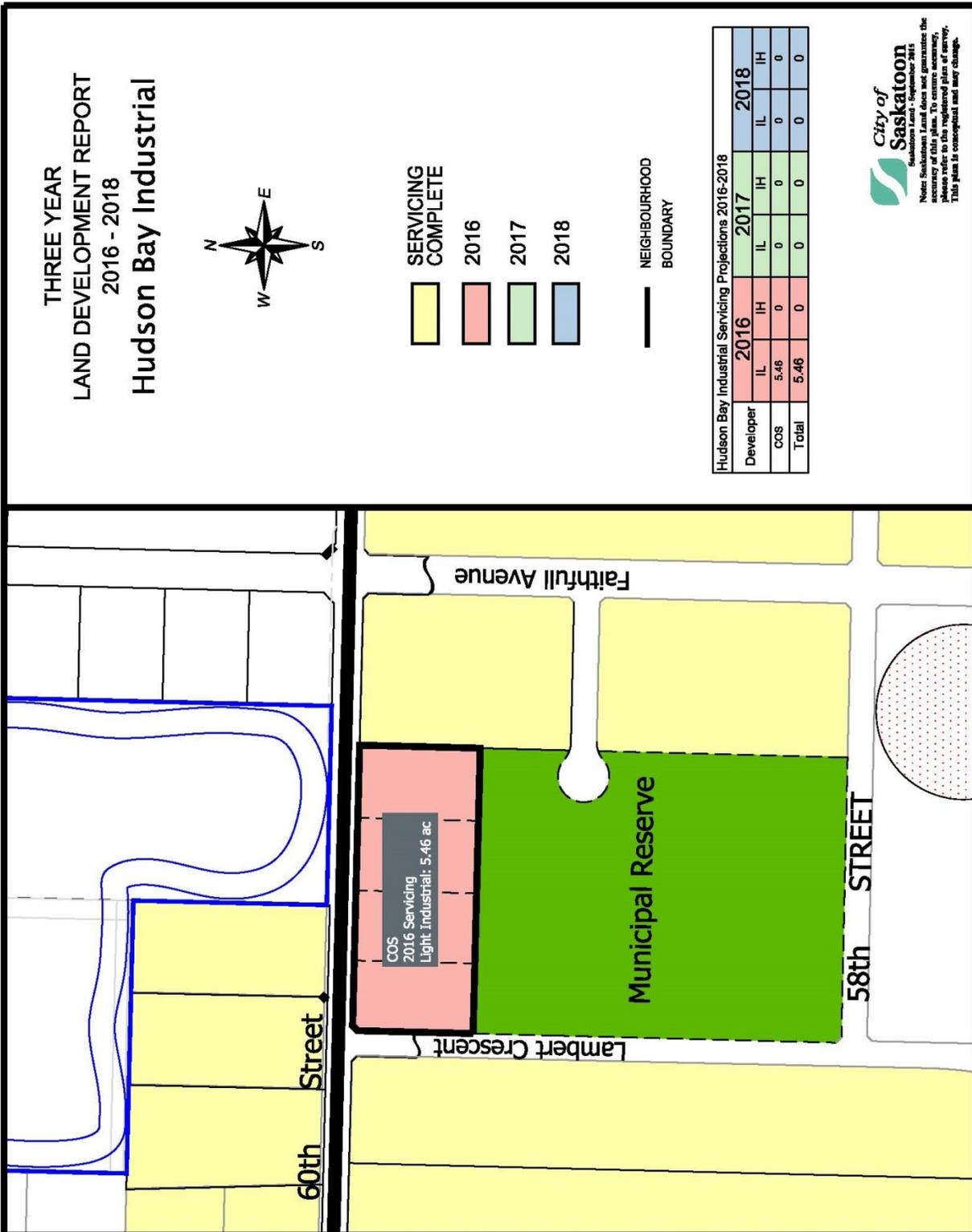


Figure 19: Marquis Industrial Servicing Schedule, 2016 to 2018

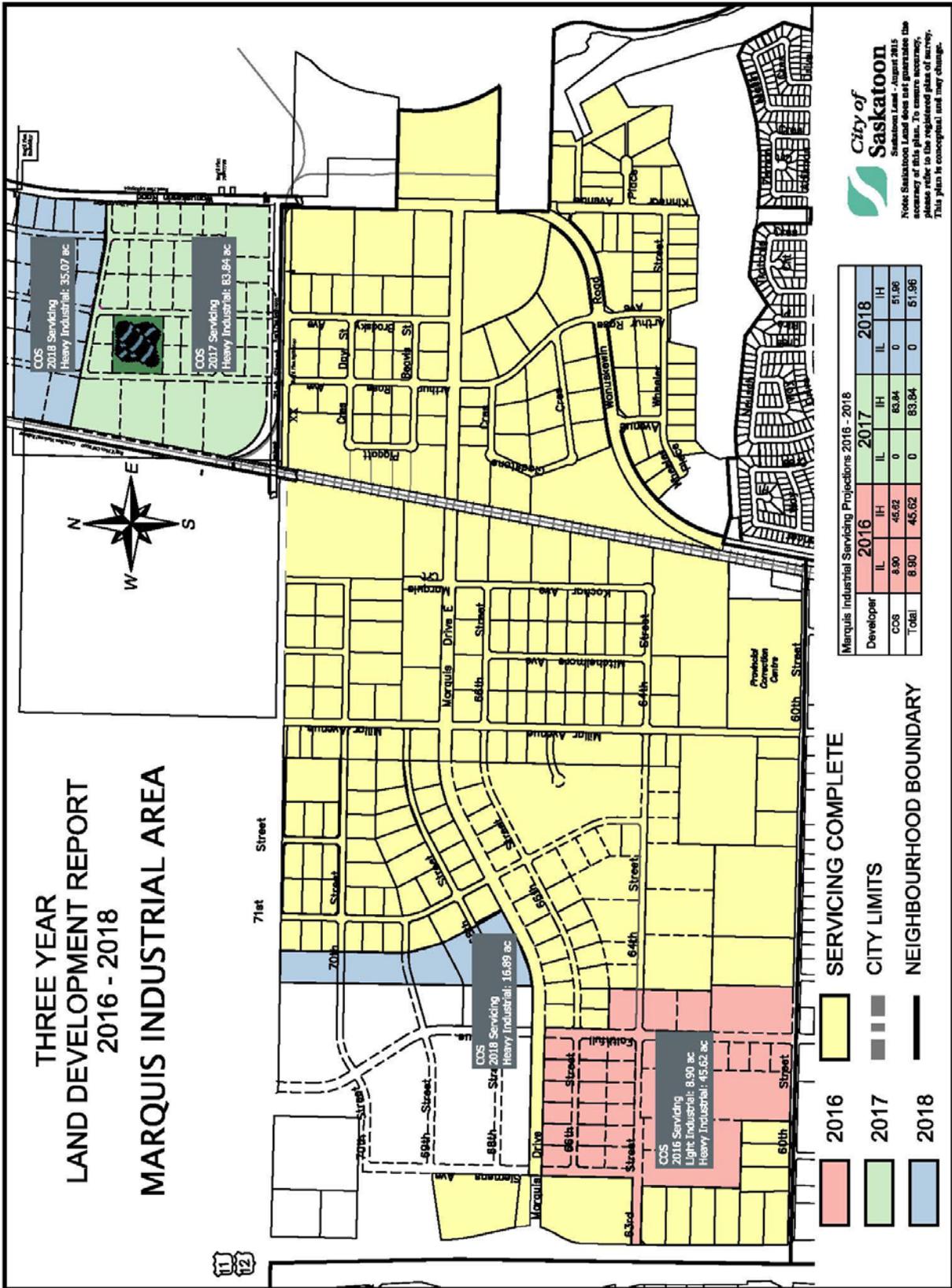


Figure 20: SouthWest Industrial Servicing Schedule, 2016 to 2018

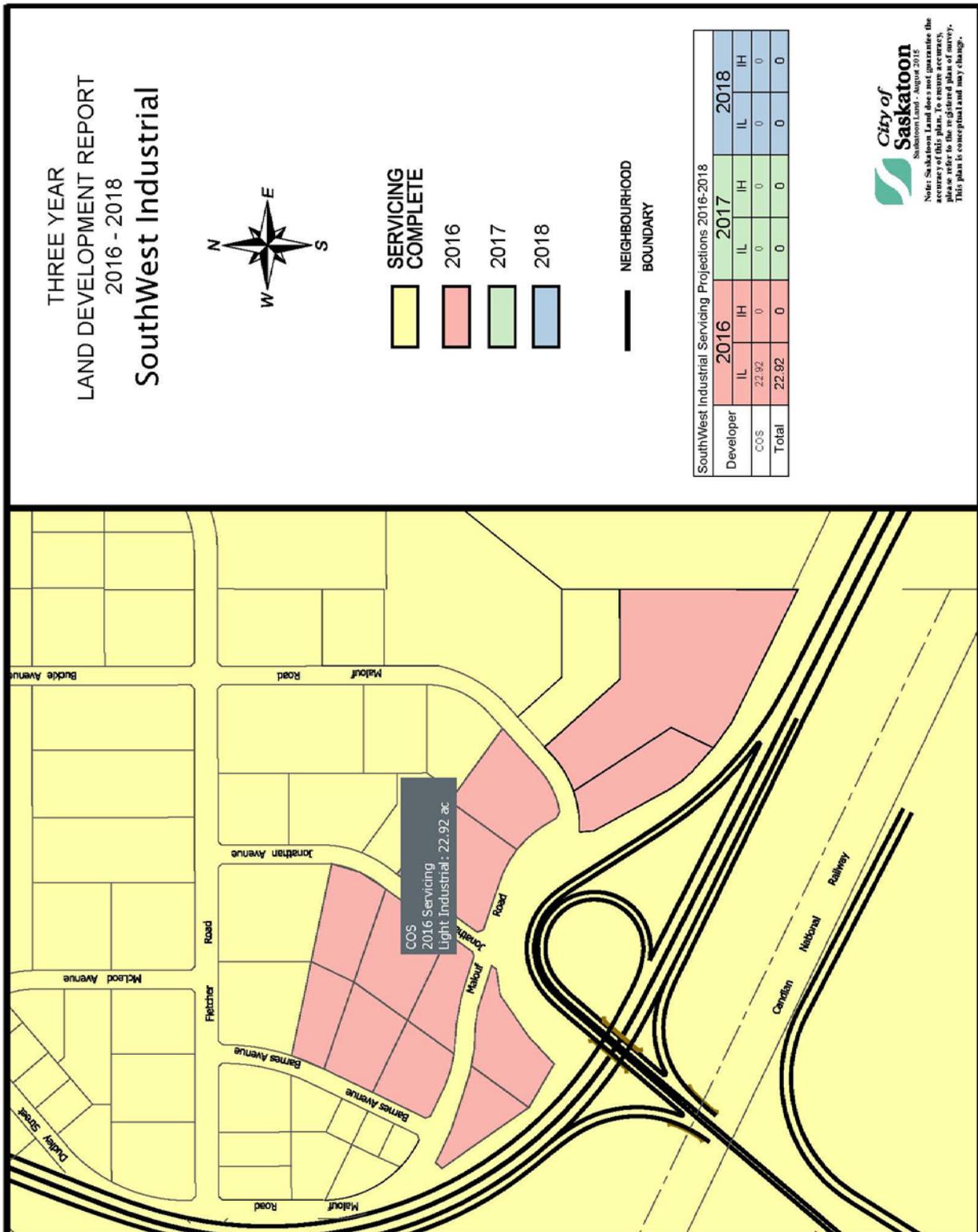


Figure 21: Blairmore Neighbourhood #3 Servicing Schedule, 2016 to 2018

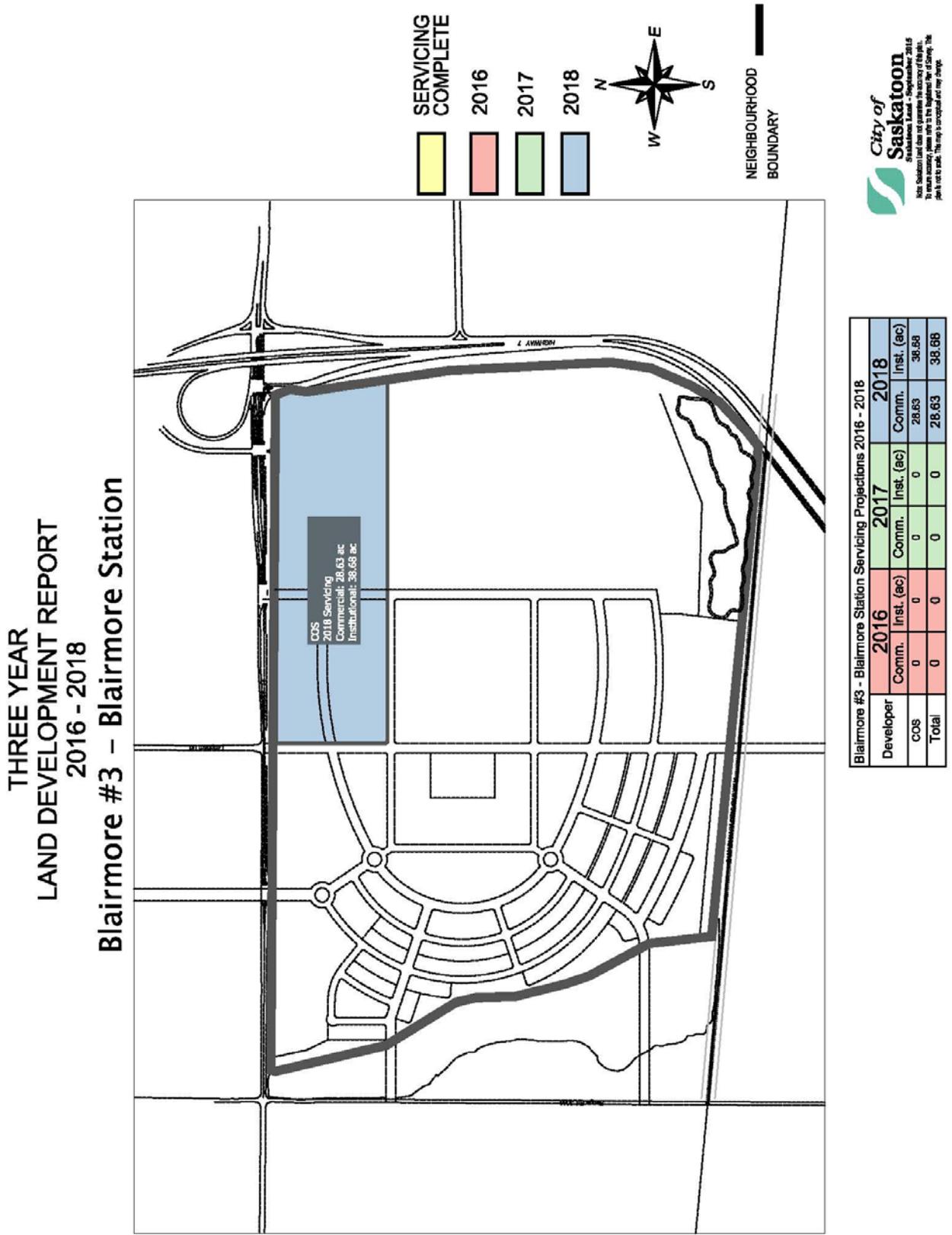
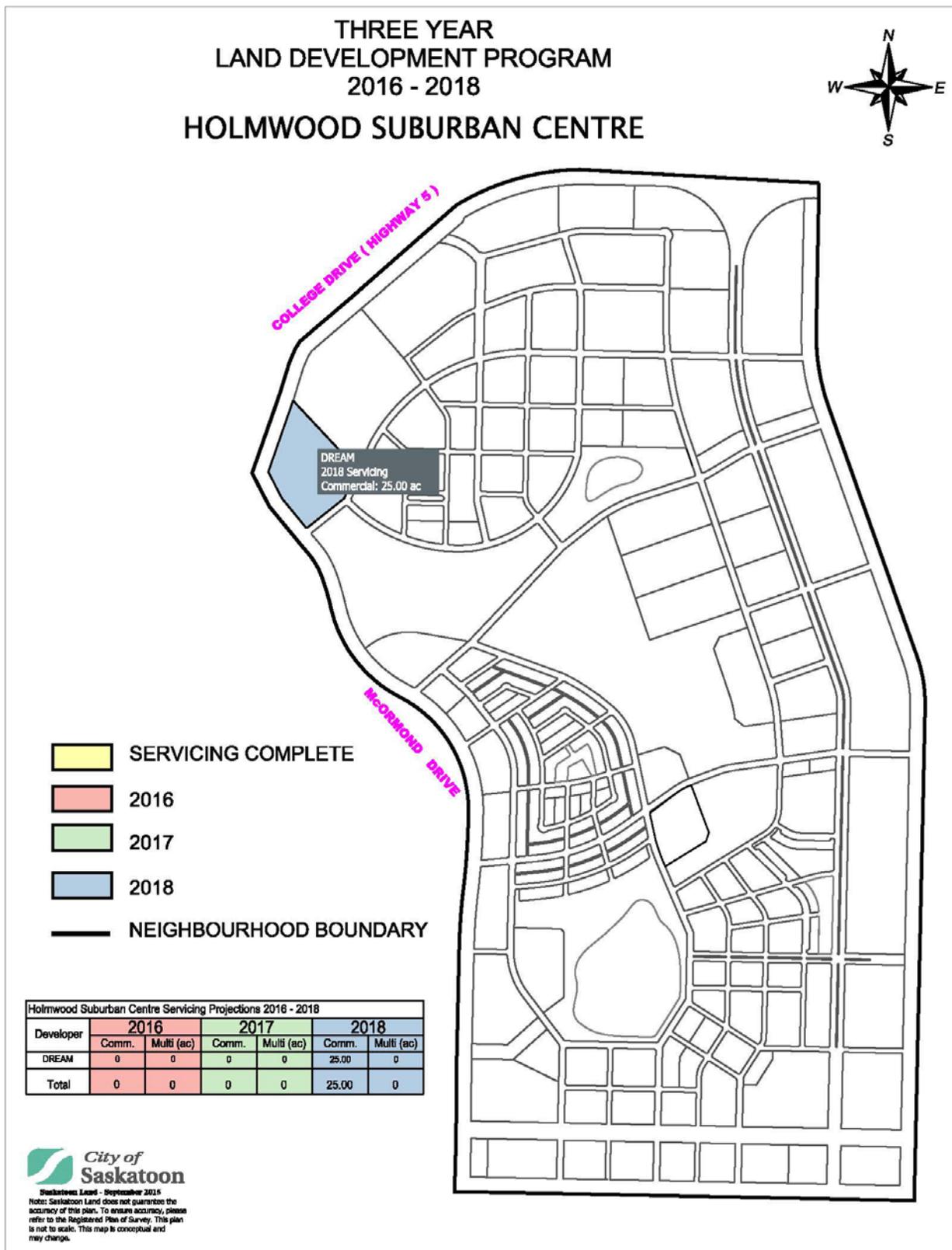


Figure 23: Holmwood Suburban Centre Servicing Schedule, 2016 to 2018



Third Quarter Results – City of Saskatoon’s Corporate Business Plan and Budget – Sustaining the Saskatoon Advantage

Recommendation

That the report of the General Manager, Corporate Performance Department dated November 16, 2015, be forwarded to City Council for information.

Topic and Purpose

In an effort to be more accountable, transparent, and efficient in the management of the City of Saskatoon’s (City) key priorities and financial resources, this report presents the second quarter results for the City of Saskatoon’s 2015 Corporate Business Plan and Budget – *Sustaining the Saskatoon Advantage*, as of September 30, 2015.

Report Highlights

1. The 2015 budget projections are indicating a balanced budget.
2. The key projects and initiatives outlined in the 2015 Corporate Business Plan and Budget are on track with some completed and others progressing well.

Strategic Goals

This report supports the Strategic Goals of a Culture of Continuous Improvement and Asset and Financial Sustainability. With a long-term strategy to focus on continuous improvement, openness, accountability, and transparency when it comes to resource allocation, Saskatoon will become the best-managed city in Canada and invest in what matters.

Report

Quarterly status updates on the City’s Corporate Business Plan and Budget help to ensure that City Council and the Administration are aware of emerging business plan and budget issues and challenges, so they can react accordingly. By providing these quarterly reports, this helps the City to mitigate any financial or corporate risks that may result from unplanned events or new challenges that may emerge throughout 2015.

The initiatives that are approved in the business plan have been sorted according to the Strategic Goals that were approved as part of the City of Saskatoon’s Strategic Plan 2013 - 2023. The budget allocations are reported according to Business Lines.

Business Plan Highlights

Attachment 1 provides a summary of the status (as of September 30, 2015) of the key projects outlined in the 2015 Corporate Business Plan and Budget. There are several initiatives that have been completed, while many are progressing on target.

The third quarter statistics are consistent with the trends associated in the second quarter. Building permits and construction values associated with residential construction to the end of September 2015 continue to be lower compared to the end of September 2014. Commercial construction continues to be strong. The number of permits associated with commercial construction is on par to the end of September 2014. The value of commercial construction is 36% higher than compared to the end of September 2014.

The value of construction associated with residential permits continues to be approximately 35% less than the value of construction for the same time period in 2014, due to more alterations and fewer new one-unit dwelling’s. Building permits issued to date represent a creation of 2,040 residential units compared to 2,321 in 2014. The total value of construction associated with all construction is 4.3% lower than 2014. Overall, permit numbers and value of construction continue to be strong in 2015. (Attachment 2).

As of the end of September, there were seven permits issued that had a construction value higher than \$10.0 million. As of the same time in 2014 there were three construction permits with a value higher than \$10.0 million.

Year-end Budget Projections

The 2015 budget projections to year-end are indicating a balanced budget (Attachment 3) after applying the appropriate offsetting transfers from reserves. This projection includes transfers from the Snow and Ice Reserve (\$0.851 million), the Parks Stabilization Reserve (\$0.255 million) and non-transfers to the Landfill Replacement Reserve (\$0.775 million). It is cautioned that this projection relies on nine months of performance and subject to variance as the remainder of the year proceeds.

The Forecast has improved from an estimated \$1.215 million deficit in the second quarter to a balanced budget in the third quarter mainly due to:

- Transportation: \$1.356 million improvement:
 - Transit deficit decreased from \$1.3 million to \$0.672 million primarily due to a \$0.500 million increase in fuel savings.
 - Road Maintenance deficit improved by \$0.819 million due to expenditure controls implemented and favourable weather conditions.
- Police: \$0.619 million improvement:
 - \$1.1 million in additional provincial revenue associated from funding for the new Centre of Responsibility (COR), increased cost recovery from a major investigation and Automated Speed Enforcement Program. This is offset by increased staffing costs.

Although the City is projecting a balanced budget at year end, there are variances within certain business lines. These projected variances are as follows:

Corporate Asset Management (\$0.494 million surplus)

- Fleet and Facilities: There is \$0.660 million in corporate wide fuel savings which is offset by increased maintenance costs at leisure centres and playgrounds, additional City Hall security and reduced revenue from buy-out of corporate leases.

Transportation (Net \$0.985 million deficit)

- Snow Removal: An estimated \$0.851 million deficit (7.68% variance) is being projected for increased staffing overtime costs, fleet charges, and road application material costs. The Snow and Ice Reserve has a current balance of \$0.977 million of which \$0.851 million will be used to offset the projected program deficit if realized.
- Street Cleaning: Projected to be in a \$0.521 million deficit (15.69% variance) because of increased cost of pre-sweep and city-wide sweep, for additional trucking assistance, increased salary costs of four crews as opposed to three (more aggressive approach this year), and increased sweeper material costs.
- Transit: An estimated \$0.672 million deficit (2.73% variance) due to a decrease in ridership, revenue reductions including transition to discounted passes, and reduced cash/ticket sales. These are offset by fuel savings. The risk of deficits in future years is being mitigated through the development and deployment of the Growing Forward Initiative which is anticipated to redefine the role of Saskatoon Transit in a growing and changing community. For 2015, Saskatoon Transit will continue to mitigate the projected deficit through continued cost control efforts on expenditures and revised short and long term marketing plans.
- Parking: Projected \$0.732 million deficit (22.69% variance) from reduced meter revenue from delayed parking system implementation, partially offset by decreased transfers to reserve.

Taxation and General Revenues (\$1.583 million surplus)

- General Revenue: An estimated \$1.849 million surplus (3.4% variance) due to increased municipal payments from the Provincial Utility Crowns and higher interest earnings than projected due to increases in cash balances held at financial institutions.
- Fines and Penalties: An estimated \$1.124 deficit (13.62% variance) because of reduced traffic ticket revenue for reduced volumes and parking enforcement associated with the transitioning to the new parking system.

Utilities (Net \$0.826 million deficit)

- Saskatoon Light & Power: \$1.178 million unfavourable variance due to a 1.5% reduction in year-to-date sales, 2.07% lower consumption, and increased costs due to additional maintenance. This projected deficit will be mitigated through cost control efforts, possible capital project re-scheduling. Any realized deficit will be offset by the utility’s stabilization reserve.
- Waste Services: An estimated \$0.826 million deficit due to delayed roll out of the Provincial Multi-Material Recycling Program (MMRP). This utility does not have a corresponding stabilization reserve. The \$0.775 million of the deficit will be mitigated through a non-transfer of this amount to the Landfill Replacement Reserve

in the Environmental Health business line while the remaining \$0.051 million will flow through the mill rate year-end result.

- **Saskatoon Water and Wastewater:** Projected \$3.43 million surplus due to revenues expected to exceed budget and operational savings. Billings lag actual consumption, so this projection is subject to significant variance. Typically, any realized surplus would be transferred to the Water and Wastewater stabilization reserve, which will maximize allowable contributions, with the remainder transferred to the Wastewater Capital Projects Reserve and Water Capital Projects Reserve. Once the final 2015 balance is known, the Administration will provide City Council with a report that considers how any realized surplus could be applied against utility debt.

Environmental Health (\$0.451 million deficit)

- **Waste Handling Service:** A projected \$0.301 million deficit (4.11% variance) due to \$0.742 million reduction in landfill revenue resulting from lost revenues from commercial customers moving to private landfills, \$0.199 million in additional costs associated with providing two Compost service facilities, and \$0.378 million in additional fleet costs. A \$0.775 million reduction in reserve transfers to the Landfill Replacement Reserve is aimed at offsetting the delayed roll out of MMRP and the corresponding utility deficit in the Waste Services utility.
- **Waste Reduction:** An estimated \$0.165 million deficit (20.26% variance) due to \$0.091 million in increased labour costs associated to recycling depot maintenance/clean-up/disposal and \$0.115 million in additional costs in providing eight Household Hazardous Waste day events. This is currently being absorbed through savings under Corporate Governance and Finance.

Recreation and Culture (Net \$0.681 million deficit)

- **Parks Maintenance:** A net \$0.253 million deficit (2.0% variance) is mainly attributable to \$0.255 million in higher water utility costs from summer drought conditions, which is offset by \$0.255 million in transfers from the Parks Stabilization Reserve. An additional \$0.310 million in salary and payroll costs were required to meet increased growth throughout parks and Saskatoon Water regulatory requirements for backflow inspection. This is offset by \$0.124 million savings on mowing contract.
- **Recreation Competitive Facilities:** An estimated \$0.464 million deficit (5.89% variance) attributable to reduced revenues in LeisureCard and regular admissions prior to the September 1, 2015 price change as well as increased staffing costs. LeisureCard and admission revenue have been strong since the September launch of the new marketing and rate program and accordingly, the September – December forecast is expected to be \$33K favourable.

Police (\$0.334 million surplus)

- \$0.334 million favourable variance (0.42% variance) due to \$1.1 million in additional provincial revenue associated to funding for the new Centre of Responsibility

program (COR), and increased cost recovery from major investigations and the Automated Speed Enforcement Program. This is offset by \$0.491 million in additional staff compensation for negotiated contracts and overtime and \$0.294 million in additional operating costs for the new COR program.

Corporate Governance and Finance (\$0.577 million surplus)

- An estimated \$0.577 million surplus (1.09% variance) due mainly to \$1.46 million from a WCB refund related to the surplus in the Provincial Fund.

Communication Plan

This report will be posted to the City’s website.

A news release will be prepared to highlight the reasons for the projected deficit and to highlight the progress that has been made to date on the projects and initiatives in the 2015 Corporate Business Plan.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Annual Report for 2015 will be tabled with Executive Committee in 2016.

Public Notice

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

Attachments

1. 2015 Corporate Business Plan – Third Quarter Report (July 1, 2015 to September 30, 2015)
2. Building Permit Statistics for YTD September 30, 2015 vs. YTD September 30, 2014
3. Year-end Projection for Period Ending September 30, 2015

Report Approval

Written by: Kim Matheson, Director of Strategic & Business Planning
Clae Hack, Director of Finance, Asset & Financial Management
Department

Reviewed by: Catherine Gryba, General Manager, Corporate Performance
Department

Approved by: Murray Totland, City Manager

Administrative Report – Third Quarter Results_2015.doc



**2015 Corporate Business Plan
Third Quarter Report
July 1 to September 30, 2015**

Community Support

Action	Comments
<p>A feasibility study for cemeteries, which involves hiring a Cemetery Consultant to assist with providing: an accurate count of the years remaining in Woodlawn Cemetery; a strategic plan to develop all unallocated areas within Woodlawn Cemetery; and a report to outline the future needs of the City, by providing the number and size of future cemeteries.</p>	<p>In 2015, a scoping document was prepared for the cemetery feasibility study and preliminary Request for Proposals criteria was established. Considerations included: the analysis of burial types over the last number of years to confirm/deny an evolution from standard interment to more spatially efficient options such as cremation; land availability and values in terms of single, or multiple locations for future facilities; opportunities and constraints of public/private partnership; physical parameters such as soil type and ground water levels; planning parameters such as zoning and rezoning potentials and transit/travel requirements, including accessibility considerations. The capital project has been initiated, and funding opportunities will be considered as part of the 2017 business plan and budget process.</p>
<p>Enhance and develop new partnerships and programs for the Urban Aboriginal Leadership Program. These programs will assist in enhancing economic, employment, and training opportunities.</p>	<p>The summer pilot of the new Wanska youth leadership program was implemented and an interim evaluation was completed. Recommendations from the summer pilot have been incorporated into the fall session.</p>
<p>Collaborate with the Saskatoon Council on the Age Friendly Saskatoon Initiative. Develop an action plan to become a more “age-friendly” city where older adults can lead healthy independent lives and are active and engaged members of the Saskatoon community.</p>	<p>No new updates over the third quarter. The Saskatoon Council on Aging is planning to do an update report to City Council in the fourth quarter.</p>

Community Support

Action	Comments
<p>Implement the Immigration Action Plan, through community intersectoral collaboration. Ensure the City's programs and services are changing along with the changes in the community.</p>	<p>A visit to Muskeg Lake Cree Nation was coordinated for 42 newcomers to take part in Treaty Days.</p> <p>Assisted, contributed, and consulted on the "A Call for Justice" exhibit and event at the Diefenbaker Centre. The exhibit outlines the internment of Japanese Canadians during World War II and the resulting fight for redress.</p> <p>Attended and presented City related information at several U of S International Student events.</p> <p>In collaboration with the Environmental Services staff, the development of a curriculum for an outreach workshop for newcomers on the topic of Recycling was completed.</p> <p>Worked with community stakeholders collaborating to address, at a local level, the Refugee Crisis.</p>
<p>Update and continue implementation of the Corporate Accessibility Action Plan, a collaborative, long-range plan that includes the installation of audible pedestrian signals and curb ramps, barrier free facility assessments, establishing an Accessibility webpage, and formalizing the Universal Design Standards for the City.</p>	<p>Installation of audible pedestrian signals is underway.</p>
<p>Promote existing cultural education and awareness programs. Establish an anti-racism, anti-discrimination education strategy aimed at increasing inter-cultural competencies.</p>	<p>The communication plan for the anti-racism public education campaign has been completed. The campaign messaging will be built around the theme of "I am the Bridge" and will use (Onestory) citizen produced 'real life' experiences of appropriate anti-racism messages to be displayed publicly. Internal anti-racism awareness sessions were piloted with staff from various departments.</p>
<p>Enhance activities for youth to increase positive race relations and civic engagement among the young adult community.</p>	<p>The Cultural Diversity & Race Relations office was approached by a former partner in youth engagement efforts and has had discussions about developing a comprehensive youth engagement strategy focused on addressing racism.</p>

Community Support

Action	Comments
<p>Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on identified gaps.</p>	<p>The Mawe Wichitowin conference has been confirmed for November 17 and 18. This two day conference targets community based organizations and focuses on addressing meaningful and inclusive Aboriginal engagement within a community based setting as well as human service delivery issues relevant to Aboriginal and non-Aboriginal participants. The agenda and speakers are confirmed and registrations are now open.</p>
<p>Continued implementation of the Culture Plan recommendations with a focus on a long term strategy to invest in and support the cultural sector in Saskatoon. Specific initiatives are highlighted in the Recreation & Culture business line.</p>	<p>Community Development staff worked closely with a number of festivals and museums in the city centre to encourage collaboration. Particular emphasis was placed on the concept of an emerging "cultural corridor" running along Spadina Avenue from Kinsmen Park to the Farmer's Market.</p>
<p>Through our involvement with the Saskatoon Collaborative Funders Partnership an evaluation and reporting tool among local community organizations that have a similar mandate will be piloted. This reporting tool will help community organizations to better report on their collective impact in the community and streamline the reporting.</p>	<p>The community partner organizations for the project on evaluating and reporting on collective impact have been confirmed. An initial meeting with these organizations has been scheduled with the consultant to determine the work plan and next steps for the project.</p>
<p>Support community building through direct investment, community development expertise, and support to volunteers on committees and community associations.</p>	<p>Throughout the third quarter the Neighbourhood Services section planned a number of fall workshops for the Volunteers including Volunteer Management, and online registration. The workshops will be held in the fourth quarter.</p>

Community Support

Action	Comments
<p>The continued implementation of the Animal Services Program Plan is highlighted within the Recreation & Culture business line and includes the following: providing reasonable access to off leash areas within all quadrants of the City, reviewing licensing fees, and ensuring the SPCA and SACA are consulted regarding plans for addressing the growing demand for animal services as the city continues to grow.</p>	<p>Design on the new dog park user signage including information on etiquette was completed.</p> <p>The recent Request for Proposals issued for advertising in dog parks did not receive any proposals. The Administration will review the feasibility of advertising in dog parks this fall and determine what options are available.</p> <p>The Pound Services and animal protection services agreement with Saskatoon SPCA has been fully executed.</p>

Corporate Asset Management

Action	Comments
Develop energy management programs and strategies for effective management of water, electrical, and natural gas consumption within civic facilities.	A new Project Engineer with 15 years of experience in the Energy Performance Contracting industry has been hired to manage this project. The scope of work for the Request for Proposals that will secure an Owner's Consultant is being revised to confirm which work should be done internally or by a consultant. The Request for Proposals is expected to be awarded before the end of the year.
Construction of a permanent snow storage facility as a part of the new Civic Operations Centre (COC).	Construction is progressing as expected and remains on schedule for completion in December 2016.
Construction of a new Transit facility in 2015/2016 as a part of the new Civic Operations Centre (COC).	Construction is progressing as expected and remains on schedule for completion in December 2016.
Continue work on civic accommodation in City Hall to further examine the immediate and long-term space requirements and opportunities within newly acquired office spaces.	Tender ready drawings for the first phase of the space improvements on the 2nd floor space at Civic Square East are in the process of being finalized. Taking into consideration the current funding allocated for this project, space improvements will continue into 2016 with a goal of having the space move-in-ready by 2017. The overall Corporate Accommodation Plan is in the final stages of development with completion and approval expected in the first quarter of 2016.
Develop alternate maintenance and operations service delivery models for maximizing resources.	An outcome from the Fleet Civic Service Review is an Action Plan to develop alternate and enhanced service delivery. Implementation team is working on steps to complete. Thorough service analysis has been completed for the Remai Modern Art Gallery of Saskatchewan operations and maintenance service delivery.
Establish mutually derived service level agreements with our customers to reflect their requirements and documenting expectations for service levels.	An outcome from the Fleet Civic Service Review is an Action Plan to develop Service Agreements with Fleet customers. Implementation team is working on steps to complete. Service Agreement is currently being developed for the Remai Modern Art Gallery of Saskatchewan.
Develop infrastructure (asset) management plans for all the City's key assets which will include asset condition, rehabilitation and investment needs, and service levels for each class.	The Finance division has started to meet with other departments' "asset experts" and have started the process of gathering information in order to prepare various asset management plans. The first three or four asset categories will have plans that include established service levels before year-end 2015.

Corporate Governance and Finance

Action	Comments
<p>Continue implementation of an electronic agenda and meeting management system to streamline process, improve access to information from City Council and Standing Policy Committee meetings, increase staff efficiencies, and reduce photocopying and paper costs.</p>	<p>Internet Publishing component is undergoing final testing. Electronic Agenda has been implemented and training for the Administration and City Councillors is complete. Discussions are taking place with the vendor on functionality of the Electronic Voting software.</p>
<p>Development of a business plan for a core corporate financial system.</p>	<p>Deloitte has been contracted and are currently on site gathering required information to complete their business case assessment. The business case is expected to be completed by December.</p>
<p>Launch the “Investing in Leaders” staff development program that will provide training and development opportunities for staff at all levels and align leadership development with the Strategic Plan.</p>	<p>The new Investing in Leaders Program was launched to the Corporation in September. The Course Calendar, course descriptions, and registrations are now available online, eliminating costs to produce a paper calendar. Promotional materials such as a brochure and tent card were produced to promote the program.</p>
<p>Coordinate the Civic Service Reviews (CSR) and Continuous Improvement initiatives in collaboration with all Divisions across the organization, to improve the effectiveness and efficiency of programs and service delivery to our citizens.</p>	<p>The CSR team continues to work on development of action plans identifying cost and savings associated with efficiency recommendations identified in the Fleet Services CSR. Corporate Payroll will begin a CSR in the fourth quarter. Additional Internal Process Reviews include: Graffiti Remediation, Special Events, and Information Technology – Service Catalogue. Reviews with Fire Prevention as well as Building and Development Permits will begin in the fourth quarter.</p>
<p>Create and encourage a workplace culture of Continuous Improvement (CI) that encourages innovation and forward thinking. Identify targeted opportunities to implement specific Continuous Improvement tools within each division.</p>	<p>The Public Works Customer Service team, in collaboration with the Information Technology and Strategic & Business Planning divisions, is currently completing process maps for six key services within Public Works. These process maps will be used to support the implementation of Service Saskatoon/311 CRM at Public Works.</p>

Corporate Governance and Finance

Action	Comments
Develop a formalized corporate fund-raising strategy and/or a philanthropic policy.	Opportunities are being developed to bundle sponsorships and donations, a formal policy will be developed.
Lead the transition from manual meter reading to Advanced Metering Infrastructure (AMI).	SaskTel Wide Area Network equipment and Elster AMI System software have both been installed and are both operational. Training has been provided to the project team by Elster on the new AMI system software. Installation of AMI network devices (data collectors and repeaters) will begin in October.
Develop an Employee Rewards and Recognition Program in consultation with employees.	Employee Engagement survey tools were reviewed. A recommendation will be provided to the Leadership Team in the fourth quarter for an Employee Rewards & Recognition Program for the City of Saskatoon.
Implement a Succession Planning Process that will include a smooth transition of knowledge and skills to successors.	The draft Competency Framework including core competencies as well as key competencies for Directors was presented to the Leadership Team. The competencies are being used in the succession planning process to ensure knowledge transfer and skill development for key senior leadership positions.
Begin the process of implementing Service Saskatoon - a coordinated approach to responding to citizen calls and inquiries on programs and services. Develop a detailed project plan and facilitate the implementation process for a 311/Customer Relationship Management (CRM) system.	The Service Saskatoon Special Projects Manager started in August. Work continued on process mapping and the review of business needs for the initial six service areas in Public Works to be included in the 311/CRM project. Work also began on developing a citizen engagement plan for the Service Saskatoon initiative. A report went to Executive Committee in June recommending we advance the process of implementing a 311/CRM model for Saskatoon in 2016 by continuing to transition the 200 services in Public Works. The City of Saskatoon Blue pages in the SaskTel phone book were revised for improved citizen access. Citizen Service Numbers were also added to the website saskatoon.ca/phoneus to provide improved phone access.
Develop a plan to increase awareness on levels of service and associated costs.	The Parks and Public Works divisions are currently working on defining service levels which outline a description and costs to deliver the current level of service, optional levels of service for consideration, and a recommended level of service that will be presented to City Council for consideration and approval.

Environmental Health

Action	Comments
Report on environmental implications and resiliency to climate change impacts.	A report outlining the implications of climate change was received by City Council in September. A further report providing a preliminary assessment of risks to infrastructure will be provided to the Standing Policy Committee on Environment, Utilities & Corporate Services in December.
Develop an Energy and Greenhouse Gas Reduction Business Plan that identifies key initiatives to achieve emissions reductions targets by 2020.	SEAC will propose a community emissions reduction target in October. Once City Council adopts a Performance Target, the Administration will develop the Business Plan outlining the strategies involved to achieve both corporate and community greenhouse gas reductions.
Establish an Environmental Sustainability Reserve to fund initiatives that reduce greenhouse gas emissions, save costs, and reduce impacts on the environment.	A review of funding models from other cities is currently underway. Once the Energy and Greenhouse Gas Reduction Business Plan is complete, and resource needs are clearer, the concept of an Environmental Sustainability Reserve will be developed.
Implement energy-efficient practices within the City fleet of vehicles and equipment including the development of a Green Fleet Strategy that researches the use of bio-fuels, compressed natural gas (CNG), and route optimization using GPS.	Project commissioning for the route optimization for the garbage fleet is still ongoing. Public Works is progressively increasing their use of the various components of the system. The 2016 waste collection routes have been generated by the optimization consultant. No additional meetings have occurred with SaskEnergy regarding CNG.
Implement energy-efficient practices at the Water and Wastewater Treatment Plants.	Saskatoon Water and Environmental and Corporate Initiatives continue to review practices and identify opportunities. Action plan to be finalized first quarter of 2016.
Implement Sustainable Procurement policies to maximize the economic, social, and environmental benefits of the City's purchasing practices.	The Procurement Committee received authorization to retain The Procurement Office to complete a review of current policies and documents. In early 2016, new sustainable procurement policies are expected to be finalized.
Continue to replace conventional energy sources with clean energy technologies at civic facilities and within park irrigation systems.	No new initiatives are being explored at this time. The potential to introduce clean energy will be considered in 2016 as part of the Energy Performance Contracting project.

Environmental Health

Implement community waste audits to track the performance of recycling and composting programs.	The Request for Proposals for a comprehensive community waste audit will be issued in October and awarded in December. Audits reviewing the performance of recycling programs are ongoing.
Implement a comprehensive City of Saskatoon (corporate) recycling program for all civic operations.	Environmental & Corporate Initiatives staff are working with civic building operators to ensure custodial staff can accommodate single-stream recycling. Engagement of employees in relevant divisions will continue this fall to also ensure the proper disposal and recycling of electronic and hazardous waste.
Implement the Landfill Optimization Strategy to extend the life of the Landfill indefinitely.	The Alternative Daily Cover system is being used on an ongoing basis. This system will help reduce litter and leachate generation as well as extend the life of the Landfill by not filling up valuable airspace with soil.
Continue to expand programs to divert organics from the Landfill.	Compost depots and the Green Cart program (leaves and grass collections) remain operational until early November. Most activities associated with home composting education have now concluded. The Administration is awaiting a report on results from the service provider.
Complete Master Plan for Recovery Park, a facility adjacent to the Landfill including a 'Take-It or Leave-It' household item reuse centre, recycling depot, and processing areas for soil, stone, bricks, concrete, asphalt, wood, metal, drywall, and glass.	Internal stakeholders have been consulted in order to assess what work will be internal as opposed to being done by a consultant and a more formal internal project team will be established next quarter. The Request for Proposals to develop the business case for Recovery Park is complete and will be issued in late 2015..
Communicate the financial benefit of environmental initiatives.	Communicating the financial benefit of environmental initiatives continues to be integrated into the key messages of reports.
Participate in the South Saskatchewan River Watershed Stewards as a leader in watershed protection and improvement, including studies of water quality.	The Stewards completed five workshops for City staff regarding awareness of aquatic invasive mussels, received funding to lead the development of a source water protection plan for Beardy's First Nation, and entered into an agreement with Agrium to provide support for the "Caring for our Watersheds" program.
Establish a storm water monitoring program.	Storm water monitoring is ongoing and an automated data management system is being purchased.
Implement soil protection and remediation policies and procedures on City-owned properties.	Data has been compiled for known impacted sites across the community and the development of a web-based map for use by civic employees has started. Environmental guidelines for contractors hired by the City are also being developed.

Environmental Health

<p>Develop enhanced spill response capabilities to protect the watershed.</p>	<p>Research into spill policy and operations in other municipalities was conducted and current costs for investigation, containment, and clean up in Saskatoon are being evaluated to determine a future level of service that aligns with regulatory requirements. A report outlining proposed changes to current operations and policy is anticipated in 2016.</p>
<p>Participate in the newly-established West Yellowhead Air Management Zone to guide air protection efforts within the region.</p>	<p>The Ministry of Environment has completed 12 months of air quality monitoring in Saskatoon. The next steps are to review a summary of the data before they are presented to the stakeholders.</p>
<p>Complete the Garbage Service Verification project to improve service and achieve cost savings through efficiencies.</p>	<p>Route optimization is underway and changes to garbage, recycling, and leaves and grass collection routes will be implemented in January 2016.</p>
<p>Improve the customer experience at the Saskatoon Regional Waste Management Centre (Landfill) while appropriately managing safety and environmental risk.</p>	<p>Landfill staff continues to participate in ongoing safety and customer service training and spotters are available at multiple locations on-site. Improvements to internal roads, tipping areas, drainage, signs, and litter clean-up have all contributed to a better on-site experience.</p>

Fire

Action	Comments
Construction of Fire Station No.10 in the Northwest sector in 2016/2017.	Talks with the Saskatoon Land division have determined this project will be set aside until 2020. The servicing of the land designated for Fire Station No. 10 will not be taking place until 2019.
Develop a coordinated approach to address derelict residential structures.	The Saskatoon Fire Department (SFD) continues to work with partners to address properties of concern. The SFD Prevention division has identified a number of properties in the third quarter.
Develop a plan for future upgrades or replacement of the department training/mechanical maintenance shop.	A meeting with a third private partner took place in the third quarter.
Identify a station location in the South Saskatoon area.	Discussions with stakeholders of two proposed land sites are continuing in September and October.
Creation of vacant properties/buildings bylaw.	There is nothing further to report.
Continue building partnerships with Provincial Emergency Management and Fire Safety in the areas of disaster response, communications, and departmental certifications.	Incident Command System training is ongoing inside SFD, Saskatoon Police Service, Saskatoon Transit, EMS, U of S Emergency Management team, etc. The 2015 Corporate Training Calendar now offers this training to appropriate City of Saskatoon employees twice a year. The Corporate Training Calendar also now includes EMO's new four day Emergency Operations Centre (EOC) training program, this program will become the primary emergency management tool for all Directors and their acting staff who may work in the EOC or Command 9.
Station headquarters upgrade to accommodate accessibility needs and communications upgrades.	Presently investigating alternate options to renovation. There is a possibility of relocation for Fire Station No. 1 if the land is available and the location meets GIS mapping requirements for overall city coverage.

Land Development

Action	Comments
<p>Servicing of multi-family land - A total of 53 acres of multi-family land will be serviced in 2015.</p> <ul style="list-style-type: none"> - Evergreen - Kensington - Aspen Ridge 	<p><u>Evergreen</u> - Roadway work on the multifamily parcels has started and will be completed in 2016. Public tenders for these sites and parcels serviced last year will take place in 2016, pending market demand.</p> <p><u>Kensington</u> - Roadway construction on these parcels has started but may not be fully completed by freeze up. Pricing approval for three completed parcels on Kensington Boulevard has been obtained from the Standing Policy Committee on Finance. The release of two street townhouse parcels on Kensington Boulevard will take place later this year or early in 2016.</p> <p><u>Aspen Ridge</u> - Servicing of three parcels totaling 6.4 acres will be completed this year. Release of these parcels will be deferred until 2016.</p>

<p>Neighbourhood Concept Plan (NCP) Development</p> <ul style="list-style-type: none"> - Elk Point - Blairmore 3 (B3) - University Heights (UH3) 	<p><u>Elk Point</u> - Discussions with the Transportation division related to downstream impacts have started. The Concept Plan will proceed to Committees and City Council once these issues are resolved.</p> <p><u>Blairmore 3</u> – The Draft Concept Plan is complete. Submission of the draft plan will take place once phasing is determined.</p> <p><u>University Heights 3</u> - Background studies are nearing completion.</p>
<p>Servicing of single- family land and lot sales</p> <ul style="list-style-type: none"> - Kensington - Aspen Ridge - Marquis Industrial - Parkridge - Elk Point 	<p><u>Kensington</u> - Roadway construction on 268 lots is 80% complete. 210 lots remain in inventory for sale over the counter. Further lot draws are on hold pending inventory absorption.</p> <p><u>Aspen Ridge</u> - Completion of 134 lots on Fast Crescent is likely to happen this year, with the remaining 244 lots carried over to 2016. The lot draw for 134 lots will take place in November.</p> <p><u>Marquis Industrial</u> - Servicing of 14 parcels totaling 35 acres was finished in August. Remaining industrial servicing will be carried forward to 2016. Public tender of the parcels completed in August will take place in 2016.</p> <p><u>Parkridge</u> – The lot draw for 174 lots was held in April, and 159 lots remain in inventory.</p> <p><u>Elk Point</u> - Servicing completion is on hold pending concept plan approval and sufficient build out in Kensington. Grading of constructed wetlands and primary waterline installations are proceeding.</p>

Recreation and Culture

Action	Comments
<p>Develop and implement a special event application and event monitoring process to ensure residents neighbouring special use parks are able to enjoy Saskatoon river valley during the special event and festival season.</p>	<p>Data collected from seasonal operations in test areas is being collected to determine if efficiencies identified in the Civic Service Review can be demonstrated in the field.</p>

Recreation and Culture

Action	Comments
<p>Continued development of off-leash dog parks on available City-owned land or park space based on the approved program plan.</p>	<p>On February 9, City Council approved the Hampton Off Leash Recreation Area. Detail design is currently underway with construction anticipated to begin in early spring 2016, and will be open to the public in late spring of 2016.</p> <p>The new off-leash dog park in Pierre Radisson District Park was tendered and awarded. Construction will begin this fall.</p>
<p>In recent years, admission volumes at the Leisure Centres have been showing a decline, specifically in the sale and usage of LeisureCards. Based on a market survey conducted in 2014, there is evidence of admission price, quantity of recreation programs, and awareness levels of Leisure Centre facilities are impacting admission volumes. Additional research is being conducted that will identify possible admission price strategies and fee options that will increase attendance at Leisure Centres.</p>	<p>In July, a report summarizing the market research and making recommendations for a new fee structure for LeisureCards was approved by City Council. The recommendation of lowering the LeisureCard prices came into effect on September 1 and has been very well received. Work is continuing on developing a LeisureCard Perk Program for 12 month LeisureCard holders, the program will be launched in 2016. The Corporate LeisureCard program is also being developed, with anticipated launch date of January 1, 2016.</p>
<p>Work with the Meewasin Valley Authority (MVA) to complete the detail design for Chief Whitecap Park (CWP) followed by construction of the north parking lot, installation of parking lot fencing, and off-leash dog park area, and the installation of site amenities (garbage cans, benches, dog waste dispensers).</p>	<p>The Administration, in partnership with the MVA and the design consultant, hosted a public open house for Chief Whitecap Park (CWP) in September. Residents and stakeholders had an opportunity to provide comments on the updated CWP Master Plan, until the end of September. This feedback will be used to inform the best options going forward.</p>
<p>Complete the construction of the PotashCorp Playland at Kinsmen Park that includes new rides (train, train station, Ferris wheel and carousel) and an adventure playground area.</p>	<p>PotashCorp Playland at Kinsmen Park opened to the public on August 5. The last day of operations for the Ferris wheel, carousel, and Canpotex train was September. The contractor continued to finish all landscaping work throughout August and September.</p>

Recreation and Culture

Action	Comments
Implement a plan targeted at potential markets to increase activity space rentals during low usage periods at indoor Leisure Centres.	A Rental Incentive Directive has been drafted that will give site administrators ongoing flexibility in pricing of rental space for new customers during low demand times. Marketing material for rental spaces have been developed and are nearing completion.
Complete the construction of a new Zoo Entrance and Gift Shop Building.	The construction of the new Zoo Entrance and Gift Shop building has been completed. Minor deficiencies are yet to be rectified before final billing and project closure.
Complete Phase 2 construction of the Saskatoon Minor Football Field at Gordon Howe Park.	Over the summer, construction on the clubhouse was delayed, but is now back on track with work occurring on both the exterior and interior of the building. It is expected that the clubhouse construction will be completed later this fall.
Development and implement a new service delivery model that includes new satellite maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods.	Data collected from seasonal operations in test areas is being collected to determine if efficiencies identified in the Civic Service Review can be demonstrated in the field.
Develop a new “Naturalized Park” classification that will reflect the unique nature of the management vision, policies, goals and maintenance strategies associated both with existing naturalized areas and new naturalized parks that will be established in accordance with the Wetlands Policy.	As part of an update to the Park Development Guidelines a Naturalized Park Classification has been created and added to the guidelines giving Naturalized Parks their own category and corresponding park requirements similar to Neighbourhood and District Parks. These guidelines will be presented to the development community this fall.
City Council identified a recreation facility located in one of the core neighbourhoods as a 4-year priority. The City has since been approached by the YMCA and the Saskatoon Tribal Council about a potential partnership for this city centre recreation facility. The Administration will undertake discussions about a potential partnership of a new recreation facility in a core neighbourhood.	The Needs Assessment and Feasibility Study for a proposed city centre recreation facility was completed in July. This study along with an overview of next steps was presented as information to Standing Policy Committee on Planning, Development & Community Services and City Council in September. The partners met in September to begin discussion on clear decision milestones and financial contributions, both capital and operating, for a new facility.

Recreation and Culture

Action	Comments
Establish a process to ensure the City's major infrastructure projects undergo a cultural assessment to determine opportunities to incorporate cultural expressions in civic spaces and places.	Community Development staff met with the Heritage Coordinator, the Planning & Development division, and the City Archivist to discuss continued ways in which the City's Heritage Plan can be implemented.
Identify and move forward with necessary amendments to the Official Community Plan (OCP) to align with the Culture Plan.	It is anticipated that recommend amendments tied to particular sections of the OCP will be presented to the Planning & Development Division for review in the fourth quarter.
Continue to develop a database and map of cultural facilities, public art, heritage and civic institutions, and artist studio spaces.	A University of Saskatchewan student completed a project that mapped and researched monuments and memorials to the Great War in Saskatoon. The work was presented during a seminar at the University on September 16. Work will start shortly on making the research available to the public. The project supports Heritage Education & Awareness objectives identified in the City's Heritage Plan.
Continue to research and report-out on impacts and benefits of cultural investments and cultural spending; includes participation in the Department of Canadian Heritage's Cultural Statistics Strategy as well as in the Saskatchewan Partnership for Arts Research (SPAR) Arts Ecology Project, established by Saskatchewan Arts Alliance to examine how the arts work and how they are funded in Saskatchewan.	Work continued on planning a newcomer artists' focus group and forum that will engage and encourage newcomer artists to be recognized as part of Saskatoon's cultural identity.
Identify new opportunities for ongoing winter recreation programs at the neighbourhood level.	Winter 2015 programs were evaluated. Work has started on identifying neighbourhoods for Winter 2016 programs and what winter activities should be offered.
Completion of the Recreation and Parks Master Plan.	The Recreation and Parks Master Plan was endorsed by City Council (July 23) to provide guidance for future decision making, related to the provision of recreation and parks programs, services, amenities, and facilities. Work is in process on the Implementation Plan for the next five to ten years and will be reported back to City Council in November.

Recreation and Culture

Action	Comments
<p>Complete a review of the Park Development Guidelines in relation to new neighbourhood development and existing park upgrades so that the parks continue to meet the needs of citizens while providing ongoing maintenance in a cost effective way.</p>	<p>Following the adoption of the Recreation and Parks Master Plan, staff incorporated applicable recommendations from the Master Plan and continue to refine the Park Development Guidelines. Meetings with the development community are being planned for later this fall.</p>

Taxation

Action	Comments
<p>Investigate revenue sources to help alleviate pressure on the property tax levy.</p>	<p>At the August City Council meeting a \$3.0 million Return on Investment was proposed from the Water/Wastewater Utility as an alternative form of revenue. This is being included in the 2016 preliminary budget. An internal committee has also been formed to address the issues and recommendations raised within the Hemson Growth Study Report tabled with City Council in 2015 that could lead to enhanced non-tax revenues in the near future.</p>

Transportation

Action	Comments
Establish a long-term Transit Plan with a vision of rapid transit corridors for Saskatoon to guide investment, transportation and urban planning as part of the Growth Plan to Half a Million.	A long-term Transit Plan has been developed with five year and ten year implementation priorities. Input from the third round of engagement has been incorporated to help refine the implementation. Final public engagement will occur in October and November and the Transit Plan report will go to City Council in early 2016.
Continue to support the Province on the Perimeter Highway project.	Communication with Highways on the current alignment is ongoing.
Implement the 10-year Transportation Network Priorities.	The high-level Transportation Network Priorities will be updated as part of the final phase of the Growing Forward project.
Continue to implement a new Neighbourhood Traffic Management Process.	Sign and temporary traffic calming installations of the 2014 plans has begun in all neighbourhoods except Haultain, City Park, and Nutana. Installations in the remaining neighbourhoods are expected to begin in the fall. The 2015 initial public consultation was completed in June. Follow up consultation begins in September and are expected to be complete in December.
Build interchanges at Boychuk Drive and Highway 16 and at Highway 5 and McOrmond Drive to improve traffic flows and enhance safety as the areas continue to develop.	<p>Traffic Verification study on Boychuk Drive and Highway 16 was completed. McOrmond Drive interchange was changed from a diamond interchange to a Parclo interchange with a single loop in the southeast quadrant; this was presented to City Council on September 28.</p> <p>Funding application for the Building Canada is on hold due to the election call but 90% of the Request for Qualifications and Request for Proposals documents is complete.</p> <p>Request for Proposals went out for a Fairness Monitor to monitor the procurement process and three bidders provided proposals.</p> <p>Working with Environmental & Corporate Initiatives in dealing with wetlands at Boychuk Drive and Highway 16.</p>
Build the North Commuter Parkway project and the Traffic Bridge.	Technical proposals were received on July 21. Financial proposals were received on August 20. On September 8, City Council approved award of the Project Agreement to Graham Commuter Partners; the project is within the affordability threshold on its base scope (without resorting to the descoping ladder). The project is now in the Close Period. Financial Close is targeted for late October.

Transportation

<p>Implementation of the Intelligent Transportation System (ITS) and significant software upgrades to improve transit customer experience.</p>	<p>ITS implementation is on track. The stop annunciation system has been up and running since September. We are working with our vendor to ensure real time information is made available to third party Apps to help improve the customer experience.</p>
<p>Secure funding to meet approved service levels to promote repair and maintenance of our roads, lanes, sidewalks and bridges.</p>	<p>Public Works has drafted winter levels of service for roadways and continues to identify the levels of service in other aspects of the road maintenance program.</p>
<p>Continue to evaluate and define the condition of Saskatoon’s Roadway network providing recommended funding levels to achieve the level of service endorsed by City Council.</p>	<p>The collected condition data for roadways has been finalized and the annual condition report for the roadway network is being prepared for Committee and City Council.</p>

Urban Planning and Development

Action	Comments
<p>Work collaboratively with all Civic Departments and external stakeholders to complete the Mayfair and Kelsey Woodlawn, Meadowgreen and Montgomery Place Local Area Plans (LAP).</p>	<p>The Mayfair and Kelsey/Woodlawn LAP were completed in the Spring. Meadowgreen and Montgomery Place are currently underway.</p>
<p>Complete a community engagement process to revisit the South Caswell Concept Plan in preparation for redevelopment following the move of Saskatoon Transit to the new Civic Operations Centre.</p>	<p>This project is currently underway. An Expression of Interest will be released in September or early October, with a full Request for Proposals issued in early 2016.</p>

Urban Planning and Development

Action	Comments
Prepare a South West Sector Plan Long Range Plan.	As part of the Montgomery Place Local Area Plan process, the South West Sector Plan vision was presented to the community. Preparing landowner contact information in preparation of a Landownership Meeting in the coming months.
Holmwood Sector Plan amendment process has begun and is anticipated to be completed in spring 2016.	Making amendments to the Holmwood Sector Plan is in progress and completion is expected for early 2016.
Prepare a North Sector Plan Long Range Plan.	Started the internal committee process to obtain North Sector Plan approval. Presented to the Leadership Team Operations Subcommittee and MPC. North Sector Plan was endorsed by the MVA Development Review Committee and by the MVA Board. The Plan will be presented to City Council in November.
Complete construction of the 20th Street West Streetscape and the Central Avenue Streetscape Master Plans.	The streetscape construction is substantially complete. Public art and other special features are in progress.
Complete the Pleasant Hill Village Project by successfully securing builders for the three remaining development sites in Pleasant Hill Village, and complete the coordination of all remaining project elements.	The Community Review Committee has met with the prospective developer twice during the summer to provide feedback on the design concept. Minor design changes are now complete and more detailed drawings have been submitted. A report on a recommended developer and sale will go to the Standing Policy Committee on Planning, Development & Community Services on November 2. Crosswalk relocation and neighbourhood gateway sign was substantially completed during summer. Lane paving to take place in October.
Complete a new Heritage Registry.	A report regarding the properties listed for inclusion on the Register was reviewed by MHAC on September 2. The report is scheduled to be reviewed by the Standing Policy Committee on Planning, Development & Community Services on October 5, followed by City Council on October 26.
Amend Zoning Bylaw to implement the new Neighbourhood Level Infill Development Guidelines.	Review of amendments for "4-unit dwellings on corner sites" is underway, and recommendations will be brought forward in December.
Active Transportation Plan is currently in progress as part of the Growth Plan to Half a Million and is expected to be completed by the spring of 2016.	A workshop will be held on October 7. Urban Systems will use the results to begin drafting a Draft Plan. The project is on schedule to be delivered in March 2016.

Urban Planning and Development

Action	Comments
<p>Expand the capacity of the Urban Design City-Wide program with a stable funding source to enable continued construction of streetscape projects aligned with the Growth Plan to Half a Million. Capacity in the Urban Design program will be increased to meet the needs of the new Growth Plan.</p>	<p>The Urban Design City-Wide program will become an integral component of the new Corridor Redevelopment Program which will be developed upon completion of the Growth Plan. Funding and implementation details will be determined during the development of the Corridor Redevelopment Program in 2016.</p>
<p>Establish a new corridor redevelopment program to address the priorities and goals of the Growth Plan to Half a Million. Land use, design, streetscaping, and transition to adjacent neighbourhoods will be important considerations.</p>	<p>The Growth Plan to Half a Million has identified prioritized corridors for redevelopment and preliminary implementation options. Final public engagement will occur in the fall and corridor redevelopment, as part of the Growth Plan, will go to City Council in early 2016. A new program to proceed with corridor redevelopment will be established during following approval of the Growth Plan.</p>
<p>Financing Growth Report will be completed with recommendations to explore new funding models to economically implement the new Growth Plan to Half a Million.</p>	<p>The Financing Growth Report was presented to Executive Committee on April 20. The Administration discussed the results with the consultant for the Growth Plan to Half a Million to explore appropriate funding options.</p>
<p>Employment Area Plan is currently in development as part of the Growth Plan to Half a Million with completion expected in 2015.</p>	<p>The policy review is in progress. The Employment Area report will be made public and presented to City Council in early 2016.</p>
<p>Draft Land Use Map and an Interim Development Strategy to guide development in the Regional Plan study area before the Regional Plan is finalized.</p>	<p>The State of the Region Report, containing background information, was received by the P4G Regional Oversight Committee (ROC) on September 10 and posted on the project website. The next ROC meeting is on November 19, to continue discussions on the draft Land Use Map.</p>

Urban Planning and Development

Action	Comments
<p>Inform and engage First Nations and Metis about Regional Growth Planning through educational materials, events and face-to-face meetings.</p>	<p>On the morning of August 17, Saskatoon Regional Economic Development Authority (SREDA) hosted a Regional Planning workshop where First Nations in the Saskatoon region were invited to share their land use concepts and projects with O2 Planning+Design, the consultant for the Regional Plan project. As well, AANDC provided educational sessions on Additions to Reserve and the First Nations Land Management Act. Also in August, an initial planning session was held with City of Saskatoon, Director of Aboriginal Relations, SREDA Director of Aboriginal Employment, and members from the Federation of Saskatchewan Indian Nations (FSIN) to begin planning for a series of workshops to be hosted by FSIN starting in the fall. The workshops are intended to provide educational information to First Nations regarding land development, relationship building, legislation, and economic opportunities</p>
<p>Comprehensive review and re-write of the Building Bylaw to reflect current legislative requirements and to remove or add relevant items.</p>	<p>The review of the building bylaw is complete. Phase 2 involves compiling proposed amendments; these amendments will be brought forward in in early 2016.</p>
<p>Develop and implement an occupancy permit or approval process.</p>	<p>The voluntary full and partial occupancy permit program was implemented. Currently reviewing resourcing implications implementing the mandatory full and partial occupancy program.</p>
<p>Review the funding source for the Urban Design - Business Improvement District program to better meet community expectations and the goals of the City Centre Plan. Revising the current formula for allocating Parking Meter Revenue is a priority.</p>	<p>Planning is currently working with the Business Improvement Districts to prepare a new formalized Council Policy for Urban Design. This new Policy will be ready for public review and Council adoption in February 2016.</p>
<p>Pursue legislative changes to allow for the collection of development levies in advance of urban development.</p>	<p>This initiative is ongoing. In April, City Council received a report recommending proposed legislative amendments to address funding growth and regional planning. A letter was then written to the Minister of Government Relations requesting the amendments, with copies to the Saskatoon Members of the Legislative Assembly and the Saskatchewan Urban Municipalities Association.</p>

Utilities

Action	Comments
<p>Conservation education programs will continue in an effort to help ensure citizens understand how they can reduce costs and lower their environmental footprint.</p>	<p>Healthy yards programming continued into the third quarter, including the launch of a demonstration garden in partnership with the food bank and University of Saskatchewan Master Gardeners.</p>
<p>Continue to expand curbside collection of organics through the Green Cart Program.</p>	<p>Results of the Green Cart survey indicated a high level of satisfaction with the current service, and a willingness by 70% to include food waste collection. The Administration is sending a report to the Standing Policy on Environment, Utilities & Corporate Services with survey results, program recommendations, and rates in October.</p>
<p>Saskatoon Light & Power will continue to explore options for new green energy generation projects. Potential future projects include a hydropower project at the Saskatoon Weir and a solar project at the Saskatoon Landfill. Comprehensive assessments of these projects will be completed to determine project viability.</p>	<p>The Administration will report back on the hydropower project development options and potential next steps in the fourth quarter.</p> <p>A Request for Proposals for the solar project at the Saskatoon Landfill will be issued in the fourth quarter, and is expected to be operational in the summer of 2016. Partnership opportunities with the Saskatchewan Environmental Society and Saskatchewan Polytechnic continue to be explored.</p>
<p>A Capital Development Planning Study was completed in 2012 to review the condition of the City's electrical distribution system against industry standards. A Bulk Power System Planning Study was also completed in 2014 to review the transmission system's ability to meet growth requirements in the future and to identify critical renewal projects involving transmission power lines and major substations. Work will continue in 2015 to develop an appropriate funding strategy to address these infrastructure renewal issues.</p>	<p>A study for a new transmission line for bulk power supply from the north side is underway. The study will be completed in mid-2017. A further report to City Council will be prepared outlining the current level of spending on maintenance and renewal against industry standards.</p>

Utilities

<p>At a cost of \$22.2 million, construction will continue into 2015 to expand the 42nd Street water reservoir and add a new pumping facility to service the industrial and northeast residential areas.</p>	<p>The remaining work on the existing reservoir has been completed and commissioned. The new pump house and two reservoirs have been in continuous operation since August 10. Site landscaping has been completed to 80%.</p>
<p>Upgrades to the filter infrastructure at the Water Treatment Plant at a cost of \$7.3 million will ensure continued filtration reliability of the plant and automation of controls.</p>	<p>The Operations Management staff is defining the detailed scope of the work. Once determined, a consultant will be engaged to design and provide specifications and drawings. Consultant selection is scheduled for the second quarter of 2016.</p>
<p>Transfer pumping and electrical upgrades at the Water Treatment Plant at a cost of \$13.5 million will provide dedicated efficient pumps to transfer water to the Avenue H Reservoir facility.</p>	<p>Engineering Services is awaiting a report from Associated Engineer detailing the extent of electrical work required and providing an updated opinion of probable cost. A Terms of Reference for consultant selection is scheduled for the fourth quarter.</p>
<p>An investment of \$9.0 million will be made to upgrade existing lift stations integral to the wastewater collection system to improve efficiency and reliability.</p>	<p>At the Spadina lift station, the wet well has been completed along with some of the connection pipe to the existing sanitary system. The pump room walls are also finished. This is the most significant lift station upgrade work underway.</p>
<p>Due to growth, the Wastewater Treatment Plant will require an additional fourth digester at a total cost of \$20.0 million. Design of the digester will begin in 2017.</p>	<p>Wastewater Treatment operations produced an analysis of digester loading that indicated convention digester technology is the preferred option.</p>
<p>The Wastewater Utility is proceeding with a \$10.0 million odor abatement capital project. Construction is scheduled to be complete in 2016. It is estimated that this work will reduce approximately 76% of all odor emissions during normal operation.</p>	<p>The construction process began in June and presently is advanced in 18% based on the contract cash flow. Mechanical installations in the bioreactor zone have been completed. Preparations for the Odowatch - continuous odor monitoring system installation are in progress.</p>

Utilities

A surface flooding control strategy has been developed which will provide recommended remedial options to the critical flood zones in Saskatoon. This strategy will provide a long term plan to construct flood control measures to reduce the frequency and severity of surface flooding due to rain events.

The report has been revised and is to go to the Standing Policy Committee on Environment, Utilities & Corporate Services and City Council regarding funding options in December.

Seek and maintain accreditation for the Environmental Lab located at the Wastewater Treatment Plant and maintain accreditation at the Water Lab at the Water Treatment Plant.

Environmental Lab received ISO/IEC 17025:2005 accreditation from the Canadian Association for Laboratory Accreditation on July 6.

2015 Major Initiatives Completed as of September 30, 2015

Business Line	Major Initiative
Corporate Governance and Finance	Launch a new website for the City that is more customer and citizen friendly and adopt a Digital Policy and Standards Guide to enhance online services and maintain a consistent user experience.
Corporate Governance and Finance	Develop a long-term financial plan which combines financial forecasting with financial strategizing to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability
Environmental Health	Communicate the financial benefit of environmental initiatives.
Environmental Health	Develop an emergency response plan for pest management should an invasive species threaten the urban forest.
Recreation & Culture	Complete the construction of the PotashCorp Playland at Kinsmen Park that includes new rides (train, train station, Ferris-wheel and carousel) and an adventure playground area.
Transportation	Increase transit ridership through education around public transit and provide service that is safe, convenient, reliable and affordable.
Urban Planning & Development	Successfully conclude the Community Support Program pilot project and make recommendations to City Council on the future of the program.
Utilities	Seek and maintain accreditation for the Environmental Lab located at the Waste Water Treatment Plant and maintain accreditation at the Water Lab at the Water Treatment Plant.

Building Permit Statistics for YTD September 30, 2015 vs. YTD September 30, 2014

Category	Number of Permits			Construction Value (\$million)		
	YTD Sept 30/15	YTD Sept 30/14	Change %	YTD Sept 30/15	YTD Sept 30/14	Change %
Residential	2,644	3,098	-14.7%	\$210.6	\$325.7	-35.4%
Apartments & Housing Projects	199	257	-22.6%	\$161.5	\$163.1	-0.9%
Commercial	236	224	5.4%	\$92.7	\$115.7	-19.9%
Industrial	154	163	-5.5%	\$159.2	\$61.5	158.9%
Institutional & Assembly	57	61	-6.6%	\$57.5	\$55.1	4.5%
Other (includes demolition permits)	195	203	-3.9%	\$14.5	\$5.8	148.2%
TOTAL	3485	4006	-13.0%	\$696.0	\$726.9	-4.3%

Summary of permits over \$10M approved to September 30, 2015

New Apartment Condominium - 545 Hassard Close	\$10.0M	(Included in "Apartments & Housing Projects" above)
New Apartment - 241 Willis Crescent	\$22.0M	(Included in "Apartments & Housing Projects" above)
New Apartment - Care Facility (shell/Final) 333 Slimmon Pl	\$29.7M	(Included in "Apartments & Housing Projects" above)
New Warehouse - 57 Valley Rd (Shell phase)	\$15.0M	(Included in "Industrial" above)
New Care Facility - 250 Hunter Rd	\$33.7M	(Included in "Institutional" above)
New Warehouse - 225 Market Drive	\$14.1M	(Included in "Industrial" above)
New Warehouse - 57 Valley Rd (final phase)	\$55.0M	(Included in "Industrial" above)

2015 Quarter Three Projections (As at September 30, 2015)			
Mill Rate Programs	2015 Total Budget	2015 Forecasts	2015 Variance Forecast vs Budget
Community Support	13,448	13,618	170
Corporate Asset Management	7,444	6,950	(494)
Corporate Governance and Finance	53,033	52,456	(577)
Environmental Health	12,979	13,430	451
Fire & Protective Services	44,985	44,927	(58)
Land Development	-	-	-
Major Event Facilities (Mendel, TCUP, SKTel Centre)	5,842	5,842	-
Policing	80,066	79,732	(334)
Recreation & Culture	26,394	27,074	680
Taxation and General Revenues	(337,690)	(339,273)	(1,583)
Transportation	88,014	88,999	985
Urban Planning and Development	5,485	5,419	(66)
Mill Rate Deficit / (Surplus)	-	-	(826)
Utility Programs	2015 Total Budget	2015 Forecasts	2015 Variance Forecast vs Budget
Saskatoon Light & Power	-	-	-
Saskatoon Storm Water Management	-	-	-
Saskatoon Waste Services	-	826	826
Saskatoon Waste Water Utility	-	-	-
Saskatoon Water Utility	-	-	-
Utility Rate Deficit / (Surplus)	-	-	826
TOTAL PROJECTED MUNICIPAL DEFICIT			
-			
<p>Note 1: The majority of this utility deficit is offset through the non-transfer to the Landfill Replacement Reserve of \$0.775 million located in the Environmental Health Business Line. Remaining \$0.051 million will be offset through a general mill rate contribution.</p> <p>Note 2: This deficit is reported net of \$0.851 million transfer from the Snow & Ice stabilization reserve.</p> <p>Note 3: This deficit is reported net of \$0.255 million transfer from the Parks stabilization reserve.</p>			

Membership - Board of Police Commissioners – Councillor C. Clark (May 25, 2015)

Recommendation

That Executive Committee recommend to City Council that this Report be received as information.

Topic and Purpose

City Council passed a motion at its meeting held on June 22, 2015, that the Administration provide a report to Executive Committee on the process for adding two additional civilian members to the Board of Police Commissioners, including some analysis of the governance implications and considerations for determining the ratio of civilian to elected members of police boards and how this has been determined in other Canadian cities.

This Report provides a summary of these matters.

Report Highlights

This Report summarizes the process for adding members to the Board of Police Commissioners and identifies considerations regarding the composition of boards of police commissioners in jurisdictions across Canada.

Strategic Goal

This Report supports the Strategic Goal of Quality of Life as it promotes good policing practices.

Report

The Police Act, 1990 (the “Act”) requires a municipality with a population over 5,000 to establish, by bylaw, a board of police commissioners. The board of police commissioners must consist of at least three members, appointed annually by the council.

If the board consists of three members, it must include the mayor, one member of council, and one other person, who is not a member of council, as a member at large.

If the board consists of more than three members, it must consist of the mayor, two members of council, and two or more other persons, who are not members of council, as members at large.

As the board of police commissioners is established by bylaw, any changes to the number of members of the Saskatoon Board of Police Commissioners would require an amendment to *The Saskatoon Board of Police Commissioners Bylaw*.

Prior to 2001, the Act required a board of police commissioners to contain either three or five members. In 2001, the Act was amended such that a board could consist of more than five members. Notably, the number of members on the Saskatoon Board of Police Commissioners was increased from five to seven in December, 2001. Effective January 1, 2004, the number of members was decreased from seven to five. The rationale for the decrease was that a majority of the members should be elected to ensure accountability to the public.

The Boards of Police Commissioners in both Regina and Moose Jaw consist of five members. The Prince Albert Board of Police Commissioners is made up of seven members, with the City Manager, Chief of Police and Director of Financial Services acting as advisory officials.

Unlike Saskatchewan, legislation in other Canadian jurisdictions typically requires that the majority of members of a police board are not municipal councillors or employees of the municipality. In many of those jurisdictions, a board of police commissioners has a significantly greater role and specific responsibilities respecting the provision of police services set out within the legislation.

In Saskatchewan, the powers of a board of police commissioners are more general, including the delivery of policing services generally, and providing general direction, policy and priorities for the police service and developing long-term plans.

A summary of the legislative requirements in other Canadian jurisdictions is as follows:

- British Columbia – a municipal police board is to consist of the mayor, one person appointed by council and up to seven persons appointed by the Lieutenant Governor in Council (“LGC”). Appointees may not be a councillor or ineligible to be elected as a councillor;
- Alberta - a board of police commissioners may consist of three to 12 members. If it consists of four or fewer, only one may be a member of council or an employee of the municipality. If it consists of more than four people, two may be councillors or employees of the municipality;
- Manitoba - a municipal police board to consist of at least five members. One member is appointed by the LGC and the others are appointed by council. No more than half of the members of a municipal police board may be councillors or employees of the municipality;
- Ontario - a police services board in a municipality with a population over 25,000 must have five members, including the head of the municipal council,

- one member of council, one person appointed by council who is neither a councillor nor an employee of the municipality, and two persons appointed by the LGC. A municipality with a population of over 300,000 may apply to the LGC to increase the size of its board to seven members; and
- Nova Scotia – a board of police commissioners may consist of five or seven members. A five-member board must consist of two councillors, two people appointed by council who are not councillors or employees of the municipality and one person appointed by the Minister. A seven-member board must consist of three councillors, three people appointed by council who are not councillors or employees of the municipality and one person appointed by the Minister.

Greater detail of the legislative requirements in other Canadian provinces is attached as Attachment 1.

Public Notice

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

Attachment

1. Detailed Summary of Legislative Requirements in Other Provinces.

Report Approval

Written by: Jon Danyliw, Solicitor
Approved by: Patricia Warwick, City Solicitor

Admin Report – Membership – Board of Police Commissioners.docx
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Detailed Summary of Legislative Requirements in Other Provinces

British Columbia - *Police Act*

Pursuant to the British Columbia *Police Act*, a municipal police board is to consist of the mayor of the municipality, one person appointed by the council, and not more than seven persons appointed by the Lieutenant Governor in Council. A person appointed to the police board cannot be a councillor or ineligible to be elected as a councillor. The legislative intent behind the creation of a police board is to ensure that a police department remains a separate and independent body from the municipality and to insulate the police department from the political decision-making process.

In British Columbia, a municipal police board has four main governance functions:

- (a) employer of all sworn and civilian staff of a police department;
- (b) primary financial oversight for the department;
- (c) establishes policy priorities and policies that set direction for the department; and
- (d) authority for policy and service complaints, and discipline authority for complaints against chief and deputy chief constables.

The City of Vancouver Police Board is made up of the mayor, one person appointed by the council and six people appointed by the Lieutenant Governor in Council. Board members are chosen to reflect the demographics of the community. The stated goal of the Vancouver Police Board is to provide civilian governance and oversight of policing. The Board has five standing committees, including Finance, Freedom of Information, Governance, Human Resources, and Service and Policy Complaint Review.

Alberta - *Police Act*

The Alberta *Police Act* states that a board of police commissioners may consist of three to 12 members. If it consists of four or fewer, only one may be a member of council or an employee of the municipality. If it consists of more than four people, two may be councillors or employees of the municipality.

In Alberta, municipal boards of police commissioners have the following legislated functions:

- (a) to allocate funds provided by a city council, in consultation with the chief of police;
- (b) to establish policies providing for efficient and effective policing;
- (c) to issue instructions as necessary to the chief in regards to those policies; and
- (d) to ensure sufficient persons are employed by the police service to carry out its functions.

The Calgary Police Commission has 11 members, nine of whom are members of the public and two of whom are municipal appointees, who may be councillors or municipal employees. The stated purpose of the Commission is to provide independent civilian oversight and governance of the Calgary Police Service to ensure a safe community.

The Calgary Police Commission has three subcommittees, including Finance and Audit, Governance, and Complaints Oversight.

The Edmonton Police Commission has nine members, two of whom are councillors. The Commission is intended to be a non-political, independent body representing the view of the public on policing matters. While the Commission is appointed by and accountable to City Council, it is intended to remain an unbiased body whose primary responsibility is ensuring professional and ethical front line policing.

The Edmonton Police Commission has three standing policy committees appointed to make recommendations to the Commission for review and decisions, including the Governance Committee, Finance and Audit Committee, and Professional Standards Committee. Each committee must have at least three members.

Manitoba - *Police Services Act*

The Manitoba *Police Services Act* requires a municipal police board to consist of at least five members. One member is appointed by the Lieutenant Governor in Council and the others are appointed by council. The City of Winnipeg Police Board must have at least seven members, two of whom are appointed by the Lieutenant Governor in Council. No more than half of the members of a municipal police board may be councillors or employees of the municipality.

As stated in the *Police Services Act*, the purpose of a police board is to provide civilian governance respecting the enforcement of law, the maintenance of public peace and the prevention of crime and to provide administrative direction and organization required to provide adequate and effective police service in the municipality. A police board has four general duties:

- (a) after consulting with the police chief, establish priorities and objectives for the police service;
- (b) establish policies for the effective management of the police service;
- (c) direct the police chief and monitor his or her performance; and
- (d) perform any other prescribed duties.

More specifically, a police board in Manitoba must:

- (a) ensure that the police chief establishes programs and strategies to implement the priorities and objectives established by the board for the police service;
- (b) ensure that community needs and values are reflected in the policing priorities, objectives, programs and strategies;

- (c) ensure that police services are delivered in a manner consistent with community needs, values and expectations; and
- (d) act as a liaison between the community and the police service.

A police board in Manitoba may give orders and directions to the police chief, but not to other police officers. No individual member of a board may give an order or direction to any police officer. Furthermore, a police board must not give orders or directions on specific operational decisions, individual investigations or the day-to-day operation of the police service.

The Winnipeg Police Board is required to establish four standing committees, including the Governance Committee, Finance Committee, Strategic Planning Committee, and Risk Management and Audit Committee. Each standing committee must have at least three members, in addition to the Board Chair.

Ontario - *Police Services Act*

In Ontario, a police services board in a municipality with a population over 25,000 must have five members, including the head of the municipal council, one member of council, one person appointed by council who is neither a councillor nor an employee of the municipality, and two persons appointed by the Lieutenant Governor in Council.

A municipality with a population of over 300,000 may apply to the Lieutenant Governor in Council to increase the size of its board to seven members, including the head of the municipal council, two members of council, one person appointed by council who is neither a councillor nor an employee of the municipality, and three persons appointed by the Lieutenant Governor in Council.

Pursuant to the *Police Services Act*, a police services board in Ontario is responsible for the provision of adequate and effective police services in the municipality and must:

- (a) appoint the members of the municipal police force;
- (b) generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality;
- (c) establish policies for the effective management of the police force;
- (d) recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions, taking their submissions into account;
- (e) direct the chief of police and monitor his or her performance;
- (f) establish policies respecting the disclosure by chiefs of police of personal information about individuals;
- (g) receive regular reports from the chief of police on disclosures and decisions made regarding secondary activities;
- (h) establish guidelines with respect to the indemnification of members of the police force for legal costs;
- (i) establish guidelines for dealing with complaints; and

- (j) review the chief of police's administration of the complaints system and receive regular reports from the chief of police on his or her administration of the complaints system.

The Toronto Police Services Board consists of seven members. Its purpose is to provide civilian oversight of the Toronto Police Service. The Board may appoint subcommittees to address various matters. The Chair of the Board is a member of each subcommittee.

Nova Scotia - Police Act

A board of police commissioners may consist of five or seven members. A five-member board must consist of two councillors, two people appointed by council who are not councillors or employees of the municipality, and one person appointed by the Minister. A seven-member board must consist of three councillors, three people appointed by council who are not councillors or employees of the municipality, and one person appointed by the Minister.

A board of police commissioners in Nova Scotia is to provide civilian governance on behalf of the council in relation to the enforcement of law, the maintenance of law and order, and the prevention of crime in the municipality; and to provide administrative direction, organization and policy required to maintain an adequate, effective and efficient police department. A board of police commissioners is required to:

- (a) determine, in consultation with the chief officer, priorities, objectives and goals respecting police services in the community;
- (b) ensure the chief officer establishes programs and strategies to implement the priorities, objectives and goals respecting police services;
- (c) ensure that community needs and values are reflected in policing priorities, objectives, goals, programs and strategies;
- (d) ensure that police services are delivered in a manner consistent with community values, needs and expectations;
- (e) act as a conduit between the community and the police service providers;
- (f) recommend policies, administrative and organizational direction for the effective management of the police department;
- (g) review with the chief officer information provided by the chief officer respecting complaints and internal discipline;
- (h) ensure a strategic plan and business plan is in place; and
- (i) ensure the department is managed by the chief officer according to best practices and operates effectively and efficiently.

The Halifax City Council appoints six members of the Board of Police Commissioners, three of whom are councillors. The Solicitor General may appoint one additional member to the Board. The Board provides civilian governance regarding strategic policy and policy driven budget planning for police service delivery. It does not appear that the Board has appointed subcommittees.

Municipal Governance Structure

Recommendation

1. That Executive Committee recommend to City Council that the following changes be implemented with respect to the City of Saskatoon's municipal governance structure:
 - a. Executive Committee be renamed the Governance and Priorities Committee and remain a Committee of all members of Council; the Governance and Priorities Committee's mandate includes: governance, strategic priorities, annual business plan and budget process, legal matters, human resource and collective bargaining issues and government relations; and, the Governance and Priorities Committee continues to meet on the third Monday of every month;
 - b. That City Council have the ability to extend a Regular Business Meeting past 5:00 p.m. upon a majority vote of the members present; and
 - c. That for Public Hearings, members be prohibited from voting when absent for an entire Hearing; members vote when they have missed part of a Hearing but have reviewed a summary or a recording of what was missed; and, procedural provisions be included which aid in preventing members from missing small parts of Hearings.
2. That Executive Committee recommend to City Council that the City Solicitor be instructed to amend *The Procedures and Committees Bylaw, 2014* (the "Bylaw") to implement the changes to the governance structure.
3. That Executive Committee recommend to City Council the calendar which contains the Governance and Priorities Committee be adopted for 2016.

Topic and Purpose

The purpose of this report is to provide an analysis of and recommendations for possible improvements to the City's governance structure.

Report Highlights

This report considers a number of improvements for the City's governance structure and provides recommendations as follows:

1. Respecting the duplication of business between Executive Committee and City Council the recommendations are:
 - that Executive Committee is renamed the Governance and Priorities Committee and retains its membership of all members of Council;
 - that the Governance and Priorities Committee has its mandate narrowed; and

- that the Governance and Priorities Committee continues to meet on the third Monday of each month. Also, the recommendation is that City Council continues to meet once per month on the fourth Monday and hold a Regular Business Meeting and a Regular Public Hearing Meeting.
2. Respecting the issue of the consideration of establishing different criteria for items to be included and removed from the Consent Agenda, the recommendation is that no change be made.
 3. Respecting the consideration of revising the time to debate, the recommendation is that no change be made.
 4. Respecting the consideration of the mandatory language in the Bylaw for extending the length of a Regular Council Meeting, the recommendation is that the language be amended to allow the time to be extended on a majority vote of members present.
 5. Respecting rules for voting when a member is absent for all or part of a Public Hearing, the recommendations are:
 - that procedural rules be included to allow for members to participate in the entire Hearing;
 - that the Bylaw clearly articulate the rule that members who are absent from an entire Hearing are not allowed to vote on the matter; and
 - that the Bylaw allow for a member to vote when part of a Hearing is missed provided the member reviews a summary or a recording of what was missed.

Strategic Goal

This report supports the Strategic Goals of Quality of Life and Continuous Improvement as it promotes on-going review and provision of good governance practices.

Report

Issues identified:

1. *The Duplication of Business between Executive Committee and City Council*

A. Current Provision

Under its existing governance framework:

- There are typically two Council meetings per month, including both the Regular Business Meeting and Regular Public Hearing Meeting. These meetings are held on the same day.
- There is an Executive Committee comprised of all members of Council which typically meets once per month.

- There are four Standing Policy Committees (“SPC”) which typically meet once per month. The membership of each SPC is comprised of five members of Council and the Mayor, ex officio.
- City Council and all Committees of Council—including Executive Committee and SPCs—typically conduct business in public, but are permitted to discuss specific matters in private (or in-camera).

One of the issues with the current framework is the duplication of effort between Executive Committee meetings and Regular City Council meetings. Although Executive Committee has its own clearly defined mandate and areas of responsibility, on occasion, some items which are debated at an Executive Committee meeting will be debated again at a City Council’s Regular Business Meeting.

B. Summary of Best Practices

The research indicates that in the larger western cities an executive committee of Council—with the exception of Saskatoon and Regina—is composed of a select group of Council members. For example:

- The City of Edmonton’s Executive Committee is composed of five members of Council (the Mayor and four other Councillors).
- The City of Calgary’s Priorities and Finance Committee is composed of seven members of Council (the Mayor and six other Councillors).
- The City of Winnipeg’s Executive Policy Committee is also composed of seven members of Council (the Mayor and six other Councillors).

The mandate of the above executive committees indicates that they can both make recommendations to Council and have the authority to approve certain activities. For example, Edmonton’s Executive Committee makes recommendations to Council on governance matters, government relations issues, and corporate finance, policy and personnel issues. It has the authority to approve the settlement of legal claims and collective bargaining agreements.

However, in cities such as Victoria, British Columbia, Red Deer, Alberta, and London, Ontario, there is a committee of Council that is composed of all members of Council (including the Mayor). These committees are not called an “Executive Committee” but include the terms “governance” and/or “priorities” in their name. They typically have a narrower mandate and less authority than the executive committees described above.

C. Options

There are several options that can be considered to address the issue of duplication of business between City Council and Executive Committee:

1. Maintain the status quo;
2. Change the name of Executive Committee to the “Governance and Priorities Committee”, retain its membership of all members of Council and reduce the mandate;
3. Reduce the size of Executive Committee and reduce the mandate;
or
4. Abolish Executive Committee and establish two Council Meeting days per month. Each meeting would allow for an in camera portion.

Suggested distribution of Executive Committee mandate items are contained on Attachment Nos. 2 and 3. The 2016 Meeting Calendars which correspond to these options are contained on Attachment No. 6.

D. Recommendations

The recommendation is that Council rename Executive Committee to the “Governance and Priorities Committee”, that it remain a Committee of all members of Council and that its mandate be narrowed to focus on:

- Governance
- Strategic priorities
- Annual Business Plan and Budget Process
- Legal matters
- Human resource and collective bargaining issues
- Government relations

For more details on this topic, please see Attachment No. 1.

2. *Establishment of Different Criteria for Items to be Included and Removed from the Consent Agenda*

A. Current Provision

Section 59 of the Bylaw establishes the use of a Consent Agenda for Regular City Council meetings, but not for Council Committee meetings.

The Consent Agenda for Saskatoon’s Regular Council Meeting is generally populated by those reports that receive unanimous consent at a preceding Council Committee meeting. Items listed on the Consent Agenda can be removed for debate and discussion by any member of

Council. Items that remain on the Consent Agenda will then be passed with one consent motion.

B. Summary of Best Practices

A consent agenda is a component of a meeting agenda that enables a governing body (e.g., City Council, board of directors) to group routine items, such as information reports, reports dealt with at a committee, and non-controversial motions, together as a single motion to be voted on by the governing body. Bylaws are not included on a consent agenda. The use of a consent agenda is considered to be a best practice in parliamentary procedure and meeting management or board governance literature, as they improve the efficiency of meetings and allow members to debate and discuss more substantive issues on the meeting agenda.

The consent agenda is widely used across several municipalities in Canada. The Cities of Calgary, Edmonton, Regina and Winnipeg all use a form of a consent agenda to varying degrees. Calgary, Edmonton and Winnipeg allow information reports and committee reports that received unanimous consent at a committee to go on the consent agenda. The City of Regina uses it for information reports. The City of Saskatoon's process is very similar to that used in Calgary, Edmonton and Winnipeg.

C. Options

An option to the status quo would be to eliminate the use of the Consent Agenda. Another option would be to limit the use of the Consent Agenda to information items. The research shows that the majority of jurisdictions do not do this.

D. Recommendations

The recommendation is that the Status Quo be maintained. The process appears to work well and there are really no better options that would improve the process.

3. Consideration of Revising Time to Debate

A. Current Provision

Section 67 of the Bylaw places limitations on debating a motion at a City Council meeting. According to this section of the Bylaw:

“(1) Subject to subsections (4) and (5), no Council member shall speak more than once to a motion except to explain a material part of their speech which may have been misquoted or misunderstood.

- (2) No Council member shall speak longer than five minutes on the same motion.
- (3) The mover of the motion shall be given the first opportunity to speak.
- (4) The mover of the motion shall be allowed a reply at the conclusion of the debate, which reply shall not be longer than three minutes.
- (5) Council may, by a majority vote of the members present, allow any member to speak to the same motion more than once or for longer than five minutes.”

However section 110(2)(b) of the Bylaw removes the time limitations for debate at Council Committees and permits Committee members to speak to an item more than once. Also, at Committee, debate and discussion is allowed without a motion on the floor.

B. Summary of Best Practices

All cities place limits on the amount of time and how many times Council members may speak on a motion. In most cities, the general practice is that no member shall speak twice on a motion, unless under specific circumstances, and each member is given five minutes to speak to a motion. The exception to this is Winnipeg, which gives each Council member 10 minutes to speak on a motion.

At Standing Committees, all cities, with the exception of Winnipeg, waive the time limits for members who wish to debate an item at committee meetings.

C. Options

The Bylaw could be amended to extend time limits on debate at Council meetings, but this would be contrary to best practice research. The Bylaw could place time limits on debate at Council Committee meetings, but this would be contrary to the public policy making role of the Committees. However, given that Executive Committee (or Governance and Priorities Committee) contains 11 members of Council, there may be some merit to limiting debate on items at this type of Committee.

D. Recommendations

The recommendation is that the status quo be maintained. The Bylaw, as currently enacted, relies on and reflects the best practice research on this issue.

4. Consideration of the Mandatory Language in the Bylaw Respecting Extending the Length of a Regular Council Meeting

A. Current Provision

The Bylaw states the following:

- that a Regular Business Meeting must be adjourned by 5:00 p.m.;
- that the Public Hearing commences at 6:00 p.m. and must be adjourned by 11:00 p.m.;
- that the Regular Business Meeting reconvenes immediately following the adjournment of the Regular Public Hearing to deal with any unfinished business, provided the Regular Public Hearing adjourns before 11:00 p.m.;
- that City Council may extend any regularly scheduled Council meeting (Regular Business Meeting or Regular Public Hearing) past 11:00 p.m. with unanimous consent of the members of City Council who are present;
- that in order to extend a Regular Business Meeting past 5:00 p.m. to finish considering an item, a motion to suspend the rules of City Council on an unanimous vote of members present is required; and
- City Council may alter the order of business contained on any Agenda by a majority vote. This would allow City Council to adjust the order in which it considers matters on the Agenda.

B. Summary of Best Practices

The practice in other jurisdictions is that if City Council wishes, a meeting may be extended beyond the time of adjournment upon a majority or a two-thirds vote.

Details are contained on Attachment No. 4.

C. Options

The Bylaw could be amended to permit City Council to extend a Regular Business Meeting past 5:00 p.m. upon a majority vote of the members present OR upon a unanimous vote of the members present OR upon a two-thirds vote of members present.

However, the recommendation is that any extension to go beyond 5:00 p.m. on days when the Regular Business Meeting is followed by a Public Hearing maintain a meal break between these meetings but not delay the start of the Public Hearing.

D. Recommendation

It is recommended that the language in the Bylaw be amended to allow for the time of a Regular Meeting of Council to be extended past 5:00 p.m. on a majority vote of City Council members present but that the start of the Public Hearing not be delayed and that Council allows itself a meal break between the Meetings.

5. Consideration of Setting out Clear Rules Regarding Voting Practices during Public Hearing Meetings

A. Current Provision

None. The common law rule is that a decision maker must be present to hear all evidence and argument in a matter before making a decision. The current practice is that if a Council member misses all or any part of a Hearing, no matter how small, the Chair excuses the member from voting.

B. Summary of Best Practices

The most common practice in other jurisdictions is for the procedure bylaw to contain provisions which prohibit a Council member from voting who was absent for an entire Hearing from voting. Generally, Council members who were absent for only part of a Hearing are permitted to vote after receiving a report summarizing the portion of the Hearing for which they were absent.

Details of common practices are contained on Attachment No. 5.

C. Options

1. Retain status quo;
2. Insert provisions which clearly prohibit a Council member from voting when they were absent for an entire Hearing;
3. Insert provisions which allow a member to vote when the Council members missed part of a Hearing but have reviewed a summary or a recording of what they missed; and
4. Insert procedural provisions which will largely prevent Council members from missing small parts of Hearings. This would include the Chair allowing for breaks between longer Hearings and allowing the City Clerk to signal the Chair when members leave the Chamber for short periods and the Chair calling for a short recess to accommodate the short absence.

D. Recommendations

Options 2, 3 and 4 are being recommended.

Options to the Recommendation

Executive Committee may decide to consider the various options to the recommendations as contained throughout the body of this report.

Communication Plan

Various communication tools will be used to promote any changes to the municipal governance structure including news releases, website updates, advertising in the City Pages and sharing on social media. A more citizen friendly approach, such as producing a video on the municipal governance structure and how to get involved with City Council and its Standing Policy Committees, will also be explored.

Public Notice

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

Attachments

1. Issues and Options for Updating City Council's Governance Framework: Executive Committee and City Council
2. Existing Executive Committee – Proposed Redistribution
3. Proposed Redistribution of Delegated Authority for Executive Committee
4. Extending Meeting Times – Other Jurisdictions
5. Summary of Best Practices - Rules for Voting in Public Hearings
6. 2016 Meeting Calendar Options

Report Approval

Written and Approved by: Patricia Warwick, City Solicitor
Joanne Sproule, City Clerk
Mike Jordan, Director of Governance Relations,
City Manager's Office

Issues and Options for Updating City Council's Governance Framework: Executive Committee and City Council

Introduction

In July, 2014, Saskatoon City Council implemented comprehensive reforms to its governance framework. The objective of these reforms was to create a more modern, efficient, transparent and accountable process that would enhance the policy and decision making process for City Council. Among these reforms, City Council:

- Implemented live streaming of public Council and Committee meetings;
- Adopted four new Standing Policy Committees;
- Delegated some decision making authority to Standing Policy Committees and Executive Committee;
- Adopted a Consent Agenda to better manage the Council Agenda; and
- Amended the start time and frequency of City Council meetings.

The reforms were based on extensive best practice research in five western Canadian cities (Calgary, Edmonton, Saskatoon, Regina and Winnipeg).

City Council also agreed that it would undertake a review of the new framework to evaluate areas for improvement approximately one year after its implementation.

One of the issues with the existing governance framework is the overlap and duplication of debate and activities between Regular City Council meetings and Executive Committee meetings. As a result, the purpose of this paper is to provide some options for City Council to consider in addressing this issue. Before this paper elaborates on the options, it first provides a brief overview of the existing situation in the City of Saskatoon.

The Current Situation

Under its existing governance framework, the City of Saskatoon:

- Typically holds two Council meetings per month, Regular Business Meeting and Regular Public Hearing Meeting, but these meetings are held on the same day.
- Contains an Executive Committee that typically meets once per month and whose membership is composed of all members of Council.
- Contains four Standing Policy Committees (SPC).

- Typically holds each SPC meeting once per month and the membership of each SPC is composed of five members of Council and the Mayor, ex officio.
- City Council and all Committees of Council—including the Executive Committee and SPCs—typically conduct all their business in public, but are permitted to discuss specific matters in private (or in-camera).

As noted, one of the issues with the current framework is the duplication of effort between the Executive Committee meetings and Regular City Council meetings. Although the Executive Committee has its own clearly defined mandate and areas of responsibility, on occasion some items that are debated at an Executive Committee meeting will be debated again at a City Council Regular Business Meeting.

The research indicates that an executive committee of Council in the larger western cities — with the exception of Saskatoon and Regina — is composed of a select group of Council members. For example:

- The City of Edmonton’s Executive Committee is composed of five members of Council (the Mayor and four other Councillors).
- The City of Calgary’s Priorities and Finance Committee is composed of seven members of Council (the Mayor and six other Councillors).
- The City of Winnipeg’s Executive Policy Committee is composed of seven members of Council (the Mayor and six other Councillors).

The mandate of the above executive committees indicates that they can both make recommendations to Council and have the authority to approve certain activities. For example, Edmonton’s Executive Committee makes recommendations to Council on governance matters, government relations issues, and corporate finance, policy and personnel issues. It has the authority to approve the settlement of legal claims and collective bargaining agreements.

The City of Winnipeg’s Executive Policy Committee, which has the most authority of this type of committee, has the power to formulate and present recommendations to Council respecting policies, plans, budgets, by-laws and other matters that affect the city as a whole. It ensures the implementation of policies adopted by Council. It has the power to coordinate the work of other committees. It also has the authority to settle legal claims and develop and establish policies related to corporate governance and collective bargaining.

This is also the case in many other large cities across the country, especially where a municipal council is composed of more than 10 members (see Toronto, Montreal and Halifax as examples). In these cases, the “Executive Committee” is truly an executive that acts as a sort of cabinet led by the Mayor that can make policy decisions.

However, in smaller cities such as Victoria, British Columbia, Red Deer, Alberta, and London, Ontario, there is a committee of Council that is composed of all members of Council (including the Mayor). These committees are not called an “Executive Committee” but include the terms “governance” and/or “priorities” in their name. They typically have a much a narrower mandate than a true, smaller executive committee. For example:

- Victoria has a “Governance and Priorities Committee” which is composed of all Council members (9), with the Mayor serving as Chair. The Committee considers and provides recommendations to Council on issues such as (but not limited to) governance, strategic priorities, legal matters and human resource and collective bargaining issues.
- Red Deer has a “Governance and Policy Committee” that is composed of all Council members (10), with the Mayor serving as Chair. The Committee generally deals with governance issues and Council’s policy framework. It is “not intended to replicate the meetings of Council but rather shall provide a more informal forum for the discussion of governance matters.”
- London has a “Strategic Priorities and Policy Committee” that is composed of all Council members (15), with the Mayor serving as Chair. The committee generally deals with strategic initiatives, governance, and budget matters.

Options for Consideration

Given the preceding discussion, this section of the document provides some options to consider in addressing the issue. The options range from maintaining the status quo to the complete elimination of Executive Committee.

1. *Maintain the status quo:*
 - As its name suggests this option continues with the Status Quo and makes no changes to the existing governance framework.
 - The primary advantage of this option is that it would provide no disruption to the understanding and functioning of the current system.
 - The primary disadvantage of this option is that it does not address the overlap and duplication issues described earlier.
2. *Change the name of Executive Committee to the “Governance and Priorities Committee”, maintain its membership of all members of Council and reduce the mandate:*
 - This option changes the name of the Executive Committee to the Governance and Priorities Committee. The composition of the proposed Committee is all members of Council. The Committee would still be chaired by the Mayor.

- It also reduces the mandate of the Committee to focus on:
 - Governance
 - Strategic priorities
 - Annual Business Plan and Budget Process
 - Legal matters
 - Human resource and collective bargaining issues
 - Government relations
 - The remaining items that are currently on Executive Committee’s mandate would be dispersed to the applicable SPCs.
 - The primary advantage of this option is that it provides a clearer focus for the work of the Committee.
3. *Reduce the size of Executive Committee and reduce the mandate:*
- This option reduces the size of the Executive Committee to five members of Council, including the Mayor. It would consist of the Mayor, who would chair the Committee, and either the chairs of the Standing Policy Committees, or four at-large members of Council.
 - The primary advantage of this option is that it establishes a true “executive” committee that would advise Council on selected items within its mandate. It would likely reduce the overlap and duplication of debate since not all Council Members would be on the Committee
 - The primary disadvantage of this option is that it creates an “executive” group of Councillors who may appear to have more authority and would increase the workload of some councillors relative to others, without appropriate compensation.
4. *Abolish Executive Committee and establish two Council Meeting days per month:*
- This option abolishes Executive Committee and transfers its functions to the SPCs or City Council. The in-camera portion of Executive Committee meetings would be replaced by an in-camera portion of a City Council meeting, which is common practice across Canada.
 - Council meetings would consist of a Regular Business Meeting of Council one week and a combined Regular Business Meeting of Council and Regular Public Hearing Meeting typically two weeks later (as scheduling permits).
 - The primary advantages of this option are that it removes the overlap and duplication between Executive Committee and Council and permits Council to address issues and make decisions more frequently.
 - The primary disadvantages of this option are that it removes the informal process of Executive Committee and replaces it with more formal meeting processes that govern a City Council meeting and that it may disrupt the understanding and functioning of the current system.

ATTACHMENT NO. 2

Existing Executive Committee – Proposed Redistribution

Existing (Status Quo)	Option 2 (Renamed Governance & Priorities Committee and Restructuring of Mandate)	Option 3 (Reduction of Number of Members and Restructuring of Mandate)	Option 4 (Elimination of Executive Committee and Holding Two Council Meetings per Month)
(a) legal services and matters under litigation;	Governance & Priorities Committee <i>(option to move “in camera”)</i>	Executive Committee <i>(option to move “in camera”)</i>	City Council <i>(option to move “in camera”)</i>
(b) legislative services;	Governance & Priorities Committee <i>(option to move “in camera”)</i>	Executive Committee <i>(option to move “in camera”)</i>	City Council <i>(option to move “in camera”)</i>
(c) corporate projects	Move to EUCS	Move to EUCS	Move to EUCS
(d) corporate governance	Governance & Priorities Committee <i>(option to move “in camera”)</i>	Executive Committee <i>(option to move “in camera”)</i>	City Council <i>(option to move “in camera”)</i>
(e) collective bargaining negotiations and city pension plans	Governance & Priorities Committee <i>(option to move “in camera”)</i>	Executive Committee <i>(option to move “in camera”)</i>	City Council <i>(option to move “in camera”)</i>
(f) human rights complaints, and wrongful dismissal actions	Governance & Priorities Committee <i>(option to move “in camera”)</i>	Executive Committee <i>(option to move “in camera”)</i>	City Council <i>(option to move “in camera”)</i>
(g) government relations	Governance & Priorities Committee <i>(option to move “in camera”)</i>	Executive Committee <i>(option to move “in camera”)</i>	City Council <i>(option to move “in camera”)</i>
(h) aboriginal affairs	Move to EUCS	Move to EUCS	Move to EUCS
(i) service reviews & other continuous improvement initiatives (currently “strategic planning”)	Move to EUCS	Move to EUCS	Move to EUCS
(j) controlled and statutory corporations	Move to Finance	Move to Finance	Move to Finance
(k) city pension plans	Joined to (e) above	Joined to (e) above	Joined to (e) above
(l) implementation of business planning & budget (currently “annual City budget process”)	Move to Finance	Move to Finance	Move to Finance
(m) regional planning	Move to PDCS	Move to PDCS	Move to PDCS

Existing (Status Quo)	Option 2 (Renamed Governance & Priorities Committee and Restructuring of Mandate)	Option 3 (Reduction of Number of Members and Restructuring of Mandate)	Option 4 (Elimination of Executive Committee and Holding Two Council Meetings per Month)
(n) immigration policy & consultations	<i>Remove (already included in PDCCS mandate)</i>	<i>Remove (already included in PDCCS mandate)</i>	<i>Remove (already included in PDCCS mandate)</i>
Add:	Strategic priorities, annual business plan & budget process	Strategic priorities, annual business plan & budget process	Strategic priorities, annual business plan & budget process

ATTACHMENT NO. 3

Proposed Redistribution of Delegated Authority for Executive Committee

Existing (Status Quo)	Option 2 (Renamed Governance & Priorities Committee and Restructuring of Mandate)	Option 3 (Reduction of Number of Members and Restructuring of Mandate)	Option 4 (Elimination of Executive Committee and Holding Two Council Meetings per Month)
(a) the formulation and recommendation to Council of policies, plans, bylaws and any other matter that is not covered within the policy area of any other Standing Policy Committee;	Governance & Priorities Committee <i>(option to move "in camera")</i>	Executive Committee <i>(option to move "in camera")</i>	City Council <i>(option to move "in camera")</i>
(b) the conduct of all formal relationships with the Province of Saskatchewan and the Government of Canada;	Governance & Priorities Committee <i>(option to move "in camera")</i>	Executive Committee <i>(option to move "in camera")</i>	City Council <i>(option to move "in camera")</i>
(c) the consideration and report to Council on matters relating to employee pensions	Governance & Priorities Committee <i>(option to move "in camera")</i>	Executive Committee <i>(option to move "in camera")</i>	City Council <i>(option to move "in camera")</i>
(d) the supervision of the City Manager and the recommendation of the terms and conditions of his or her employment including compensation to Council	Governance & Priorities Committee <i>(option to move "in camera")</i>	Executive Committee <i>(option to move "in camera")</i>	City Council <i>(option to move "in camera")</i>
(e) the supervision of the City Clerk and the City Solicitor, and the setting of the terms and conditions of their employment including their compensation to be included in their Office budgets;	Governance & Priorities Committee <i>(option to move "in camera")</i>	Executive Committee <i>(option to move "in camera")</i>	City Council <i>(option to move "in camera")</i>

Existing (Status Quo)	Option 2 (Renamed Governance & Priorities Committee and Restructuring of Mandate)	Option 3 (Reduction of Number of Members and Restructuring of Mandate)	Option 4 (Elimination of Executive Committee and Holding Two Council Meetings per Month)
(g) the receipt of all reports from the City Clerk with the exception of those reports which deal with matters that have specifically been delegated to one of the Standing Policy Committees;	<i>Governance & Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>
(h) the receipt of all legal advice and reports from the City Solicitor with the exception of advice and reports which deal with matters that have specifically been delegated to one of the Standing Policy Committees;	<i>Governance & Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>
(i) the approval or denial of requests for renovations to City Hall by Council members;	<i>Finance</i>	<i>Finance</i>	<i>Finance</i>
(j) the consideration and recommendation to Council on all matters referred to it by Council, a Standing Policy Committee or the Mayor.	<i>Governance & Priorities Committee (option to move "in camera")</i>	<i>Executive Committee (option to move "in camera")</i>	<i>City Council (option to move "in camera")</i>

Extending Meeting Times – Other Jurisdictions

Edmonton

- Regular Council meetings:
 - begin at 9:30 a.m. and adjourn by 9:30 p.m.
 - a meeting can be extended if Council passes a motion to complete discussion on an item by a two-thirds vote
 - if a meeting must be continued, they can reconvene at 1:30 p.m. on a date determined by a majority of members, but it must be within three days of the original meeting unless two-thirds of the membership vote to reconvene at a different time or day
- Public Hearings:
 - begin at 1:30 p.m. and adjourn at 9:30 p.m.
 - can be extended if Council passes a motion to complete by a two-thirds vote
 - can be continued on a different day if necessary
 - must reconvene at 1:30 p.m. on the Thursday following the Public Hearing, but Council may elect to reconvene on a different time or day by a two-thirds vote
- Changing meeting times in general: “Council may change the time, date or location of any meeting by Special Resolution” and as long as the Notice Provisions are adhered to

Calgary

- Regular Meetings of Council:
 - commence at 9:30 a.m.
 - recess times and duration are specified and a motion is not required. To change a recess time, a two-thirds vote is required
 - no meeting shall be scheduled during a specified recess period unless an additional one hour recess is scheduled before or after that meeting
 - a motion to recess may be made at any time
 - meeting must adjourn at 9:30 p.m., but if discussion is not complete, Council may continue to conclusion of the matter by a two-thirds vote, which vote must take place prior to 9:30 p.m.
 - if any unfinished business remains, the meeting reconvenes at 1:00 p.m. on the next business day unless otherwise directed by a two-thirds vote
- Public Hearings:
 - in a combined meeting, the Public Hearing portion commences immediately following the Consent Agenda (as per Appendix 1 of Calgary’s Procedure Bylaw)

Winnipeg

- meetings go from 9:30 a.m. until 6:00 p.m.
- lunch recess is prescribed from 12:00 p.m. until 1:30 p.m.

- if Council adjourns without completing the Agenda, Council is to resume at 9:30 a.m. on the next business day
- Committees are allowed to go until midnight and if not completed by that time, they reconvene at 9:00 a.m. on the next business day, unless another time is agreed upon by resolution
- Council may by resolution vary the date and time of a meeting as required

The City of Regina's procedures with respect to extending meeting times are very similar to the City of Saskatoon's current practice.

Summary of Best Practices Rules for Voting in Public Hearings

We have reviewed Saskatchewan and other jurisdictions with respect to the rules which may be appropriate when a Council member is absent from all or part of a Public Hearing.

Saskatchewan

Voting at Public Hearings is not addressed in *The Cities Act*. The *Regina Procedure Act* does not contain any provisions regarding voting at Public Hearings.

British Columbia

The British Columbia *Local Government Act* permits a member of a council or board who was not present at a Public Hearing to vote, provided they have received an oral or written report of the Public Hearing from an officer or employee of the local government, or, if applicable, the delegate who conducted the Public Hearing.

The *Vancouver Procedure By-Law* provides that a Council member who is not present for part of a Public Hearing that lasts one day or for part of the last day of a Hearing that lasts more than one day may only vote if the Council member reviews a Public Hearing summary report during a recess called for that purpose. If a Council member is not present for part of a Hearing lasting more than one day, other than the last day of the Hearing, they must review the Hearing Summary report during a recess or, prior to the last day of the Hearing, may review the report and the video recording of the part of the Hearing they missed. If a Council member is absent for the entire Hearing, they cannot vote.

The procedures for voting in Public Hearings in other Western Canadian jurisdictions are not consistent. In British Columbia, a member who is absent for some or all of a Public Hearing may vote if they have received a report summarizing what took place at the Hearing. The City of Vancouver prohibits a member of Council who is absent for the entire Hearing from voting.

Alberta

The Alberta *Municipal Government Act* requires a Council member to abstain from voting on a bylaw or resolution if they were absent from the entire Public Hearing, but gives the Council member the option to vote or abstain if they were only absent for part of the Hearing.

The Edmonton *Procedures and Committees Bylaw* contains provisions to the same effect. Interestingly, the *Calgary Procedure Bylaw* requires not only that Council members who are absent for an entire Public Hearing not vote, but also that they leave the Hearing before the vote is taken. The Bylaw does not have a provision dealing with the situation in which a member is absent for only part of the Hearing.

In Alberta, a member of Council who is absent for the entire Hearing cannot vote, whereas a member who is absent for part of a Hearing has the option of voting or abstaining from the vote.

Manitoba

The Manitoba *Municipal Act* requires the attendance of all Council members at Public Hearings, except if excused by the other members from attending, due to illness or if they are required to withdraw due to a conflict of interest. The Act further permits a municipal Council to develop procedures for Public Hearings by bylaw.

The Winnipeg *Procedure Bylaw* does not contain any additional provisions specific to voting during Public Hearings.

In Manitoba, Council members are required to attend Public Hearings, unless excused, due to illness, or due to a conflict of interest. The requirement that they attend Public Hearings likely largely negates the issue of members voting when they have not attended all or part of a Public Hearing.

Summary

It appears that the most common practice is to prohibit a Council member who was absent for an entire Public Hearing from voting. Members of Council who were absent for only part of a Public Hearing are generally permitted to vote after receiving a report summarizing the portion of the Hearing for which they were absent.



2016 Meeting Calendar

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- SPC – PD&CS 9:00 a.m. / Finance 2:00 p.m.
- SPC – Transportation 9:00 a.m. / EU&CS 2:00 p.m.
- Executive – 1:00 p.m. (9:00 a.m. July & August)
- Orientation – (Insert time)
- Council – Regular Business 1:00 p.m., Public Hearing 6:00 p.m.
- *Inauguration 6:00 p.m.
- Budget Review – 1:00 p.m.
- SUMA Jan 31–Feb 3 (Regina)
- FCM June 3-6 (Winnipeg)
- Civic Election Oct 26 (nomination period close Sept 21)
- Stat Holidays

**Option 2
Executive Committee
Renamed Governance &
Priorities Committee**



2016 Meeting Calendar

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SPC – PD&CS 9:00 a.m. / Finance 2:00 p.m.
 SPC – Transportation 9:00 a.m. / EU&CS 2:00 p.m.
 Priorities & Governance – 1:00 p.m. (9:00 a.m. July & August)
 Orientation – (Insert time)
 Council – Regular Business 1:00 p.m., Public Hearing 6:00 p.m.
 *Inauguration 6:00 p.m.
 Budget Review – 1:00 p.m.
 SUMA Jan 31–Feb 3 (Regina)
 FCM June 3-6 (Winnipeg)
 Civic Election Oct 26 (nomination period close Sept 21)
 ○ Stat Holidays

**Option 3
Reduction of Number
of Members of
Executive Committee**



2016 Meeting Calendar

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- SPC – PD&CS 9:00 a.m. / Finance 2:00 p.m.
 SPC – Transportation 9:00 a.m. / EU&CS 2:00 p.m.
 Executive – 1:00 p.m. (9:00 a.m. July & August)
 Orientation – (Insert time)
 Council – Regular Business 1:00 p.m., Public Hearing 6:00 p.m.
 *Inauguration 6:00 p.m.
 Budget Review – 1:00 p.m.
 SUMA Jan 31–Feb 3 (Regina)
 FCM June 3-6 (Winnipeg)
 Civic Election Oct 26 (nomination period close Sept 21)
 ○ Stat Holidays

**Option 4
Elimination of Executive
Committee & Holding Two
Council Meetings per Month**



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25	26	27	28	29	30	31

SPC – PD&CS 9:00 a.m. / Finance 2:00 p.m.

SPC – Transportation 9:00 a.m. / EU&CS 2:00 p.m.

Orientation – (Insert time)

Council – Regular Business 1:00 p.m.,

Council - Regular Business 1:00 p.m. Public Hearing 6:00 p.m. last meeting in month

Budget Review – 1:00 p.m.

*Inauguration 6:00 p.m.

SUMA Jan 31–Feb 3 (Regina)

FCM June 3-6 (Winnipeg)

Civic Election Oct 26 (nomination period close Sept 21)

○ Stat Holidays

OPTION 4: SAMPLE OF COMMITTEE REPORTING

March

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

◀ March 2016		~ April 2016 ~					May 2016 ▶	
Sun	Mon	Tue	Wed	Thu	Fri	Sat		
					1	2		
3	4 PDCS & Finance - SPC	5	6	7	8	9		
10	11 Regular Business Mar 14	12	13	14	15	16		
17	18 Transporation & EUCS - SPC	19	20	21	22	23		
24	25 Regular Business & Public Hearing Apr 4	26	27	28	29	30		

PDF Calendar

May

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				