



REVISED AGENDA
STANDING POLICY COMMITTEE ON FINANCE
PUBLIC MEETING

Monday, October 5, 2015, 2:00 p.m.

Council Chamber, City Hall

Committee Members:

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

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

2.1 *Budget Update (Files CK. 1600-1 and AF. 1600-1)*

Recommendation

That the report titled Budget Update be added to item 11 In Camera Agenda Items and that the agenda be confirmed as amended.

3. DECLARATION OF PECUNIARY INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of Regular Meeting of the Standing Policy Committee on Finance held on September 8, 2015 be adopted.

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

6.2 Matters Requiring Direction

6.3 Requests to Speak (new matters)

7. REPORTS FROM ADMINISTRATION

7.1 Delegated Authority Matters

7.1.1 Lease Renewal for 201-3rd Avenue North - Essex Plaza - Saskatoon Land (Files CK. 520-1, AF. 4225-1 and LA. 4235-012-7)

6 - 7

Recommendation

1. That the Lease Agreement Renewal between the City of Saskatoon (City) and General Management Services Ltd. for a portion of the Essex Plaza building located at 201 – 3rd Avenue North, for a term of three years and six months (October 1, 2015 to February 28, 2019) with the same terms, conditions and lease rate as the existing agreement be approved; and
2. That the City Solicitor review the renewal agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

7.1.2 Retendering of 3102 Caen Street in Montgomery Place (Files CK. 4215-1, AF. 4214-1 and LA. 4217-014-006)

8 - 12

Recommendation

1. That the Director of Saskatoon Land be authorized to sell ISC Surface Parcel 136261830 (3102 Caen Street) and a portion of ISC Surface Parcel 136261841 (Attachment 1) by public tender with a reserve bid price of \$420,000; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

7.2 Matters Requiring Direction

7.2.1 Amendments to Policy Nos. C02-030 Purchase of Goods, Services and Work, and A02-027 Corporate Purchasing Procedure (Files CK. 1000-5, AF. 421-002 and 185-1)

13 - 16

Recommendation

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

1. That the amendments to reporting requirements contained in Council Policy No. C02-030 and Administrative Policy No. A02-027 be adopted;
2. That the City Clerk be requested to update the policies as reflected in the October 5, 2015 report of the CFO/General Manager, Asset and Financial Management Department;

and

3. That the City Solicitor be instructed to amend Bylaw No. 8174, The City Administration Bylaw, 2003, to reflect the change in Reporting to Council.

7.2.2 Proposed Internal Audit Administration Process and Amendments to Council Policy No. C02-032 (Files CK. 1600-1 and AF. 1600-1) 17 - 30

Recommendation

1. That the proposed administrative process for Internal Audit work be approved; and
2. That the Administration submit a report to City Council recommending amendments to Council Policy No. C02-032, Internal Audit Charter.

7.2.3 Contract Award Report - May 1 to August 31, 2015 Contracts Between \$50,000 and \$75,000 (Files CK. 1000-1 and AF. 1000-1) 31 - 32

Recommendation

That the report of the CFO/General Manager, Asset and Financial Management Department, dated October 5, 2015, be forwarded to City Council for information.

7.2.4 Request to Sell City-Owned Property - Aspen Ridge Neighbourhood (Files CK. 4215-1, x CK. 4131-32, AF. 4131-1 and LA. 4131-30) 33 - 54

Recommendation

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

1. That the Director of Saskatoon Land be authorized to sell 134 single-family lots with legal descriptions of Lots 1 to 38, Block 701, Plan No. to be registered; Lots 1 to 13, Block 702, Plan No. to be registered; Lots 1 to 25, Block 703, Plan No. to be registered; Lots 1 to 16, Block 704, Plan No. to be registered; Lots 1 to 28, Block 705, Plan No. to be registered; and Lots 1 to 14, Block 706, Plan No. to be registered on Fast Crescent, Court, Way and Lane through a lot draw process;
2. That if the parcels are not sold through the lot draw process, they will be placed for sale over-the-counter on a first-come, first-served basis;
3. That the Director of Saskatoon Land be authorized to sell

Lots 1 and 2, Block 701 to the highest bidder through a public tender process for the intended use of developing Type II Residential Care Homes, Child Care Centres or Pre-Schools with tender conditions and reserve bid prices plus applicable taxes;

4. That any of the pre-designated Type II Residential Care Home, Child Care Centre or Pre-School lots which are not sold through the public tender process be placed for sale over-the-counter on a first-come, first-served basis for the same intended purpose for a period of one year with conditions specified in the Agreement for Sale;
5. That the Director of Saskatoon Land be authorized to make minor adjustments to the approved pricing that may be necessary to account for changes in servicing costs and lots being returned;
6. That the Director of Saskatoon Land be authorized to administer development controls for the 134 single-family lots; and
7. That the City Solicitor be requested to prepare the Agreements for Sale and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

8. URGENT BUSINESS

9. MOTIONS (notice previously given)

10. GIVING NOTICE

11. IN CAMERA AGENDA ITEMS

Recommendation

That the Committee move In Camera to consider items 11.1 to 11.6

11.1 Land Development (Files CK. 4110-1, AF. 4110-1, AF. 4110-001 and LA. 4110-001)

[In Camera - Economic/Financial - Land]

11.2 Land Development (Files CK. 4110-1, AF. 4131-1 and LA. 4110)

[In Camera - Economic/Financial - Land]

11.3 Internal Audits (Files CK. 225-77)

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

11.4 Land Matter (Files CK. 4110-36, AF. 4020-1 and LA. 4110-1)

[In Camera - Economic/Financial - Land]

11.5 Land Matter (Files CK. 4215-1, AF. 4110-1 and LA. 4134-1)

[In Camera - Economic/Financial - Land]

11.6 Budget Update (Files CK. 1600-1 and AF. 1600-1)

[In Camera - Audits and Tests]

12. ADJOURNMENT

Lease Renewal for 201- 3rd Avenue North – Essex Plaza – Saskatoon Land

Recommendation

1. That the Lease Agreement Renewal between the City of Saskatoon (City) and General Management Services Ltd. for a portion of the Essex Plaza building located at 201 – 3rd Avenue North, for a term of three years and six months (October 1, 2015 to February 28, 2019) with the same terms, conditions and lease rate as the existing agreement be approved; and
2. That the City Solicitor review the renewal agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to receive approval for a three year and six month lease renewal of the externally-owned property located at 201 – 3rd Avenue North, which is currently occupied by Saskatoon Land.

Report Highlights

1. Saskatoon Land wishes to renew the existing lease at 201 – 3rd Avenue North, a building owned by General Management Services Ltd.
2. A continued lease of this property would allow Saskatoon Land to remain located in the office space it has occupied for the past 12 years, until suitable accommodations in City-owned properties are available.

Strategic Goal

This report supports the long-term strategy of increasing productivity by being more efficient in the way the City operates, and the four-year priority of identifying targeted opportunities to implement specific continuous improvement tools within departments under the Strategic Goal of Continuous Improvement.

Background

The City is currently leasing space from General Management Services Ltd. at 201 – 3rd Avenue North (Essex Plaza). Saskatoon Land has been occupying space in Essex Plaza since 2003. The agreement was amended and renewed in 2009 and in 2014. The current lease term will expire September 30, 2015.

Report

Saskatoon Land wishes to continue leasing the space in Essex Plaza, as the office space is well suited for its needs, provides street access for customer service, and is in close proximity to City Hall.

Renewing the lease will ensure that Saskatoon Land has adequate office space and storage accommodations in the short term. This is an important factor as there is no

available space in City-owned properties at this time. In addition, the existing space has been occupied by Saskatoon Land for a number of years and the location is familiar to builders, customers and the public.

Significant terms of the lease agreement:

Lease Term: October 1, 2015 - February 28, 2019 (3 years and 6 months)

Lease Rate: \$15.50 psf (same as existing lease agreement)

Options to the Recommendation

The option would be to not approve the lease renewal and have Saskatoon Land vacate the space. In this scenario, alternative premises would need to be secured immediately. This option is not recommended as relocating this work group would result in work disruptions, impact operations and incur additional costs to secure alternative space.

Financial Implications

There is sufficient funding within the Saskatoon Land operating budget.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

If approved, the proposed lease renewal will expire on February 28, 2019.

Public Notice

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

Report Approval

Written by: Tannis Murdock, Real Estate Services
Reviewed by: Keith Pfeil, Real Estate Manager, Saskatoon Land
Approved by: Frank Long, Director of Saskatoon Land
Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Lease Renewal – Saskatoon Land_Sept 2015.docx

Retendering of 3102 Caen Street in Montgomery Place

Recommendation

1. That the Director of Saskatoon Land be authorized to sell ISC Surface Parcel 136261830 (3102 Caen Street) and a portion of ISC Surface Parcel 136261841 (Attachment 1) by public tender with a reserve bid price of \$420,000; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to receive approval to combine 3102 Caen Street with the vacant parcel to the north and retender the residential property with revised pricing that reflects the additional land area.

Report Highlights

1. 3102 Caen Street received no bids on a tender that closed April 24, 2015, and has remained available to purchase over-the-counter since that time.
2. The City-owned vacant lot to the north, zoned R2, has access and drainage issues impacting the marketability and functionality of the parcel as a stand-alone site.
3. Retendering 3102 Caen Street with additional land will make the site more appealing and generate more interest.

Strategic Goal

The sale of this land supports the long-term strategy of increasing revenue sources and reducing reliance on residential property taxes, plus the four-year priority of exploring alternative sources of revenue to pay for ongoing operations under the Strategic Goal of Asset and Financial Sustainability.

Background

In the early 2000's, properties were purchased along the eastern edge of the Montgomery neighbourhood to facilitate the proposed alignment of the Circle Drive South project. Since the completion of the project, all properties have been sold via public tender with the exception of one property.

A public tender for 1217 Dundonald Avenue, 3105 Dieppe Street, and 3102 Caen Street closed April 24, 2014. 1217 Dundonald Avenue and 3105 Dieppe Street each received two bids and were sold to the highest bidders, with 1217 Dundonald Avenue selling for \$5,000 above reserve and 3105 Dieppe Street selling for \$15,000 above reserve. No bids were received on 3102 Caen Street and it has been advertised for sale over-the-counter at the reserve price of \$395,000 since that time.

Retendering of 3102 Caen Street in Montgomery Place

At its meeting held May 5, 2014, City Council resolved, in part:

- “2) that the two previous owners who still occupy the houses at 3102 and 3103 Caen Street be offered the opportunity to reacquire the property at the current appraised values through a direct sale, and be given a period of up to one year to make their decision, and, should they decide not to purchase the property at that time, the properties would be sold to the highest bidder through a public tender process; and
- 4) that if the properties noted above do not sell through the public tender process, they will be offered for sale over-the-counter with the same one property per purchaser limitation on a first-come, first-served basis.”

The previous owners of 3102 and 3103 Caen Street did not exercise their option to purchase at the appraised values.

Report

3102 Caen Street has been Available Since April 2015

The property has been available to purchase over-the-counter for more than four months. An open house was conducted while the property was being tendered, and the property has been shown upon request since the closing of the tender. To date, there have been no serious inquiries and based on a lack of interest, the Administration believes that the appraised value of \$395,000 is above market value for the property as it is currently being offered.

City-owned Adjacent Residential Parcel

Located immediately north of 3102 Caen Street is a 12,995 square foot City-owned vacant lot zoned R2 (Attachment 1). The marketability and functionality as a stand-alone site are jeopardized for the following reasons:

- The grade of the site is several feet below the grade of Dundonald Avenue and the rear lane which could cause drainage issues.
- The site is located near the intersection of Dundonald Avenue and 11th Street West. The site fronts Dundonald Avenue which has a concrete median and a significant amount of passing traffic.
- The site requires subdivision since it currently extends into the new Right of Way of Dundonald Avenue. This would significantly reduce the depth of the site along the north property line.

3102 Caen Street More Marketable with Additional Land

For many purchasers, one of the main draws to the Montgomery neighbourhood is that many houses are situated on ½ acre lots. Of the five City-owned properties that were sold in Montgomery, four of them were houses situated on lots approximately ½ acre in size.

One of the main deterrents that prospective purchasers of 3102 Caen Street have cited is that the vacant, adjoining lot to the north of the property would not be included in the sale, however, they would be interested if the adjoining lot was included in the sale.

Currently, 3102 Caen Street is approximately 0.3 acres in size but would measure approximately ½ acre if consolidated with the vacant site. The property would then be similar in size and orientation to most adjacent properties, and thus more marketable.

Since the vacant lot is not suitable as a stand-alone site, and because assembling it with 3102 Caen Street would increase interest in the resulting property, the Administration recommends combining the two parcels to be sold as a whole. To ensure the City realizes the maximum return on the sale, the new property will be retendered with a reserve of \$420,000. Should the property not receive any bids in the tender process, it will again be offered for sale over-the-counter at the reserve price.

Options to the Recommendation

Option 1: The Standing Policy Committee on Finance can reject the recommendation to consolidate and sell 3102 Caen Street and the adjacent parcel, and direct Saskatoon Land to continue offering the original site for sale over-the-counter at the current reserve price. The Administration does not recommend this option as interest in the property is lacking and the cold weather approaching will increase holding costs.

Option 2: The Standing Policy Committee on Finance can reject the recommendation to consolidate the parcels, and direct Saskatoon Land to reduce the price of 3102 Caen Street. The Administration does not recommend this option as it lowers potential revenue while retaining ownership of a vacant parcel not suitable for development that will require ongoing maintenance.

Public and/or Stakeholder Involvement

Real Estate Services has had discussions with the City Solicitor's Office regarding consolidation of the two sites.

Communication Plan

If approved, notice of the public tender will be advertised in The StarPhoenix a minimum of two Saturdays prior to the tender, pursuant to City Council Policy C09-006, Residential Lot Sales – General Policy, and will be posted on the City's website under "L" for Land for Sale.

Financial Implications

Proceeds from the sale will be deposited into the Property Realized Reserve as this was the account that originally purchased the properties.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Additional follow-up is not required.

Retendering of 3102 Caen Street in Montgomery Place

Public Notice

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

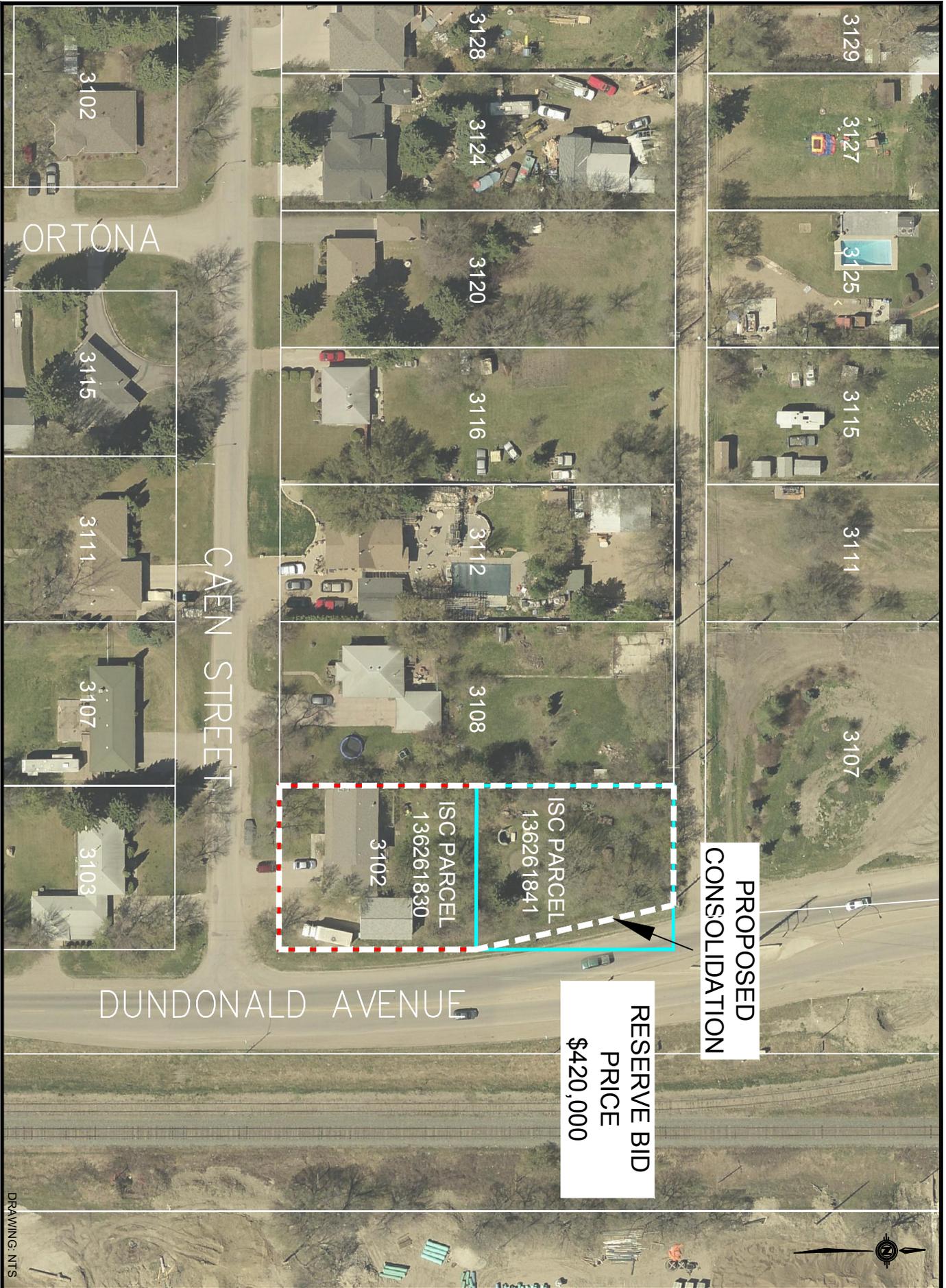
Attachment

1. ISC Surface Parcel 136261841, North of 3102 Caen Street

Report Approval

Written by: Jeremy Sibley, Property Agent, Real Estate Services
Reviewed by: Keith Pfeil, Manager, Real Estate Services
Frank Long, Director of Saskatoon Land
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial
Management Department

Retendering of 3102 Caen Street.doc



Amendments to Policy Nos. C02-030 Purchase of Goods, Services and Work, and A02-027 Corporate Purchasing Procedure

Recommendation

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

1. That the amendments to reporting requirements contained in Council Policy No. C02-030 and Administrative Policy No. A02-027 be adopted; and
2. That the City Clerk be requested to update the policies as reflected in this report; and
3. That the City Solicitor be instructed to amend Bylaw No. 8174, The City Administration Bylaw, 2003, to reflect the change in Reporting to Council.

Topic and Purpose

The purpose of this report is to obtain City Council's approval to amend reporting requirements pertaining to contract awards. The proposed change is to allow contract award reports to be a delegated authority matter of the Standing Policy Committee on Finance.

Report Highlights

1. Council Policy No. C02-030 and Administrative Policy No. A02-027 requires the Administration to provide a contract award report of all contracts that are between \$50,000 and \$75,000, with the exception of public tenders, three times a year for the information of City Council.
2. The requested amendments will not eliminate the requirement to report contract awards between \$50,000 and \$75,000, but rather transfer the delegated authority to the Standing Policy Committee on Finance.

Strategic Goal

This report supports the long-term strategy of increasing productivity by being more efficient in the way we do business under the Strategic Goal of Continuous Improvement.

Background

Council Policy No. C02-030 was adopted by City Council on September 10, 2001. In July 2012, the Council Policy was amended to reflect changes to spending thresholds as imposed by the New West Partnership Trade Agreement which governs Saskatchewan, Alberta and British Columbia.

Report

Contract Award Report Reporting Requirements

The New West Partnership Trade Agreement (NWPTA) obligates municipal governments to provide open and non-discriminatory access to procurements where the

Amendments to Policies C02-030 Purchase of Goods, Services and Work, and A02-027 Corporate Purchasing Procedure

procurement value is (i) \$75,000 or greater for goods; (ii) \$75,000 or greater for services; or (iii) \$200,000 or greater for construction. The NWPTA does not require reporting to City Council.

Although the NWPTA allows for construction tenders below \$200,000 to not be publicly tendered, in 2012 the Administration decided to publicly tender all goods, services, and construction where the procurement value was \$75,000 or greater. Once the NWPTA came into effect, Policy Nos. C02-030 and A02-027 changed contract award report levels from between \$50,000 and \$100,000 to between \$50,000 and \$75,000.

The reporting requirement for contract award reports was established in 2001 in order to ensure transparent disclosure of the award of contracts. In today's market, purchases valued between \$50,000 and \$75,000 are relatively low. In a comparison of publicly tendered projects in 2001 to 2014, there were 94 publicly advertised projects in 2001, and in 2014, there were 259 publicly posted projects.

Policy Updates to Transfer Delegated Authority

The Administration is recommending amendments to Council Policy No. C02-030 and Administrative Policy No. A02-027 (Attachment 1) to transfer the delegated authority of the receipt and final consideration of contract award reports to the Standing Policy Committee on Finance. If approved, the obligation of transparency will still be fulfilled, improve efficiencies, and ensure the City of Saskatoon's policies reflect the modern day era.

It should be noted that the Administration will be presenting a report in 2016 with further, extensive recommended amendments to both policies.

Options to the Recommendation

The option is to keep both Council Policy No. C02-030 and Administrative Policy No. A02-027 as they currently exist.

Policy Implications

If the recommendations in the report are approved, Council Policy No. C02-030 and Administrative Policy No. A02-027 will be amended to reflect the change.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

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

Public Notice

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

Amendments to Policies C02-030 Purchase of Goods, Services and Work, and A02-027 Corporate Purchasing Procedure

Attachment

1. Amendments - Excerpts from Council Policy No. C02-030 and Administrative Policy No. A02-027.

Report Approval

Written by: Linda Leedahl, Purchasing Services Manager
Reviewed by: Linda Rauckman, Director of Materials Management
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Amendments_Policies C02-030 and A02-027.docx

**Amendments – Excerpts from Council Policy No. C02-030 and
Administrative Policy No. A02-027**

Council Policy C02-030, Purchase of Goods, Services and Work, Section 6.2:

- 6.2 All contracts, with the exception of public tenders, that are between \$50,000.00 and \$75,000.00 must be reported three times per year to ~~City Council~~ **the Standing Policy Committee on Finance** for the information of ~~Council~~ **Committee**. Consulting contracts that are issued by departments shall be included in the information reports to City Council. Applicable information regarding consulting contracts shall be forwarded to the Purchasing Services Section for inclusion in the reports.

Administrative Policy A02-027, Corporate Purchasing Procedure, Section 23:

23. The Purchasing Services section shall provide ~~City Council~~ **the Standing Policy Committee on Finance** with reports three times a year on the award of contracts and requests for proposals that are between \$50,000 and \$75,000. In the case of consulting contracts, departments are responsible to provide the following information to Purchasing Services for inclusion in the reports: project title, date of issue, name of contractor/consultant, indication of whether sole source or competitive, and dollar amount of contract. Reports will be provided to ~~City Council~~ **the Standing Policy Committee on Finance** in January, May and September for the previous four month period.

Proposed Internal Audit Administration Process and Amendments to Council Policy No. C02-032

Recommendation

1. That the proposed administrative process for Internal Audit work be approved; and
2. That the Administration submit a report to City Council recommending amendments to Council Policy No. C02-032, Internal Audit Charter.

Topic and Purpose

This report delivers an outline of the process for the administration of the Internal Audit system, including handling of terms of reference for the scope of work of each audit, handling of audit reports, updates on the audit plan and risk assessments, and additional audit or consulting work over and above that included in the annual audit plan. In addition, this report recommends minor amendments to Council Policy No. C02-032 for consideration.

Report Highlights

1. This report proposes an administrative process for:
 - a. updating the key risks list by the Standing Policy Committee on Finance and aligning the audit plan with any changes to the key risks list or rankings annually;
 - b. developing and implementing the terms of reference for each particular audit, including any additional audits performed;
 - c. reporting and using audit results and how the Administration will respond to audit recommendations; and
 - d. requesting additional audits or consulting work.
2. Council Policy No. C02-032, Internal Audit Charter, requires minor amendments.

Strategic Goal

Being efficient and effective through performance of internal audits supports the long-term strategy of being more efficient in the way we do business under the Strategic Goal of Continuous Improvement.

Background

The Internal Audit services contract recently awarded to PricewaterhouseCoopers (PwC) included helping the City of Saskatoon (City) identify critical and strategic risks, and was intended to help focus the audit plan on the City's most important risks. The contract, which runs from January 1, 2015 to December 31, 2019 calls for PwC to perform 1,400 hours of work each year for an annual fee of \$224,650 in the first year, with 2% incremental increases in each subsequent year of the agreement. The City's

internal audit budget for 2015 is set at an amount (\$427,000) in excess of the contract amount to allow for additional audit or advisory work as may be necessary or desired.

The initial risk identification and ranking process is now complete, and the five-year internal audit plan was approved by the Standing Policy Committee on Finance (Committee) at its meeting on August 17, 2015. PwC has embarked on the first of the audits as outlined in the plan. It is important to provide the Committee with proposals for the administration of the Internal Audit program to assure the Committee that the best possible use of audit resources will be made.

Report

Audit Plan

The five-year audit plan is based on the key risks rankings provided by the Executive Committee. The key risks list and rankings will be reviewed and updated annually, as required by Section 5.9 of Council Policy No. C02-032, Internal Audit Charter (Attachment 1). Key risks and rankings will likely change over a period of time due to a number of reasons, including successes or changes in risk mitigation, personnel changes, financial aspects, or changes and developments in the overall internal or external business environment. If changes to the key risks and/or rankings are made, it would be necessary to realign the audit priorities to the new risk priorities.

In order to ensure ongoing alignment of the audit plan to the list of key risks, the Administration will submit an annual report to the Committee outlining proposed changes to the list of key risks and rankings. The Administration will also work with PwC to bring forward desired realignments of the audit plan for consideration of the Committee. These updates will occur in advance of, or concurrent with, the annual budget process so that any necessary alignments with the budget process may be coordinated. Once approved, the updated list of risks and audit plan will guide the work of Internal Audit and the risk management efforts of the Administration for the next year, including development of detailed audit Terms of Reference (TOR) for each audit to be performed in any one year.

Audit Terms of Reference (TOR)

Each audit proposed in the initial or amended audit plan will require a detailed TOR. The TOR will provide information on the precise nature, focus and scope of the audit work, and cost information to the Administration. This will ensure that the audit meets the needs of the City and will help establish an expectation on cost of work prior to it being undertaken. The draft TOR document will be developed by Internal Audit in consultation with the Administration and then submitted to the Committee (In Camera) for comment and feedback, and later tabled with the Committee at its next public meeting.

Audit Reports

As per Council Policy No. C02-032, Internal Audit will provide detailed draft reports to the Administration on all completed audits for review and comment, and to the Committee (In Camera) for review, comment and feedback. Upon finalization, an

executive summary of the report will be submitted to the Committee for approval (public agenda).

All audit reports presented to the Committee will incorporate comments from the Administration highlighting their perspective and/or specific actions that are planned to be undertaken to implement the recommendations of the Internal Audit team. The Administration will also provide a report as necessary to the Committee highlighting the status of the implementation of action plans agreed within different audit reports on a go forward basis.

Additional Audit and Consulting Work

Council Policy No. C02-032 provides that the Committee, or the City Manager, may request additional audits and/or consulting work above and beyond those outlined in the five-year audit plan where necessary or desirable. Where the budget allows, any such additional audit or consulting work requests will be handled according to the administrative process as outlined in this report, and subject to the requirements of the process and Council Policy No. C02-032. Where the annual budgeted amount had been allocated, and additional work is deemed necessary, a report to the Committee will set out the terms of reference and costs, and seek approval for the work and any necessary additional funds.

Where a report is submitted to the Committee in respect of any of the above, the Committee, as a matter of course, will have an opportunity to discuss the report privately with the Internal Auditor.

Amendments to Council Policy No. C02-032

The Administration is recommending amendments to Council Policy No. C02-032, as shown in Attachment 1, in order to reflect the current committee structure and refocus the internal audit plan on risk based audit methodology. If approved, the Administration will submit a report to City Council for its consideration.

Options to the Recommendation

The Committee could elect to set any other process in accordance with Council Policy No. C02-032.

Communication Plan

The Administration will develop an audit information communications strategy with staff from the Communications Division.

Other Considerations/Implications

There are no policy, financial, environmental, privacy, CPTED or other implications, and public and/or stakeholder involvement is not required.

Due Date for Follow-up and/or Project Completion

There is no due date for follow-up and/or project completion as this project is ongoing.

Public Notice

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

Attachment

1. Council Policy No. C02-032

Report Approval

Written by: Wayne Bischoff, Director of Corporate Risk

Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial
Management Department

Internal Audit Admin Process.docx

CITY OF SASKATOON COUNCIL POLICY

NUMBER

C02-032

POLICY TITLE <i>Internal Audit Charter</i>	ADOPTED BY: <i>City Council</i>	EFFECTIVE DATE <i>January 19, 2004</i>
		UPDATED TO <i>April 16, 2012</i>
ORIGIN/AUTHORITY <i>Clause 2, Report No. 1-2004 of the Audit Committee; and Clause 2, Report No. 1-2012 of the Audit Committee</i>	CITY FILE NO. <i>CK. 1600-1</i>	PAGE NUMBER <i>1 of 10</i>

1. PREFACE

- 1.1 Section 1000 of the IIA Standards for the Professional Practice of Internal Auditing require that the purpose, authority and responsibility of the Internal Audit Function be formally defined in a Charter, consistent with the Standards, and approved by the governing body.
- 1.2 This Charter formalizes the Internal Audit Function, defines the scope and responsibilities of the Internal Auditor, and provides the Internal Auditor with the necessary authority to fulfill his/her responsibilities.
- 1.3 This document draws extensively on material published by the Institute of Internal Auditors including, but not necessarily limited to, the International Standards for the Professional Practice of Internal Auditing (hereafter referred to as the IIA Standards) and related Practice Advisories.

2. POLICY OBJECTIVES

- 2.1 To ensure the independence and objectivity of the Internal Audit Function.
- 2.2 To ensure the Internal Audit Function adheres to the Standards for the Professional Practice of Internal Auditing.

3. DEFINITIONS

- 3.1 Assurance Audit – An objective examination of evidence for the purpose of providing an independent assessment on risk management, control, and governance processes for City Council. Examples of assurance audits are provided in section 5.8 of this policy.

CITY OF SASKATOON COUNCIL POLICY

NUMBER
C02-032

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- 3.2 Compliance – The ability to reasonably ensure conformity and adherence to legislation, regulations, contracts, agreements, policies, plans, and procedures.

- 3.3 Consulting Services – Advisory and related client service activities, the nature and scope of which are agreed upon with City Council, the ~~Audit Committee~~ **Standing Policy Committee on Finance**, or the City Manager and which are intended to add value and improve the City’s operations. Examples include counsel, advice, facilitation, process design, and training.

- 3.4 Fraud – Any illegal acts characterized by deceit, concealment, or violation of trust. These acts are not dependent upon the application of threat of violence or of physical force. Frauds are perpetrated by individuals and organizations to obtain money, property, or services; to avoid payment or loss of service; or to secure personal or business advantage.

- 3.5 Governance Processes – The procedures utilized by City Council and its Committees, Boards, and Commissions to provide oversight of risk and control processes administered by management.

- 3.6 IIA Standards – Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing.

- 3.7 Internal Auditing – Independent, objective assurance and consulting activity designed to add value and improve an organization’s operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

- 3.8 Risk – The uncertainty of an event occurring that could have an impact on the achievement of objectives. Risk is measured in terms of consequences and likelihood.

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4. POLICY STATEMENT

- 4.1 City Council shall retain an Internal Auditor, independent of management, to provide internal assurance audit and consulting services designed to add value and improve the City's operations.
- 4.2 The mission of the Internal Audit Function is to help the City accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the efficiency and effectiveness of risk management, control, and governance processes.

5. POLICY REQUIREMENTS

5.1 Standards

- a) The Internal Auditor shall adhere to the *Standards for the Professional Practice of Internal Auditing* and the *Code of Ethics* of the Institute of Internal Auditors.

5.2 Reporting Relationship

- a) The Internal Auditor shall report to and be accountable to City Council through the ~~Audit Committee~~ **Standing Policy Committee on Finance** of City Council.
- b) Appointment and dismissal of the Internal Auditor shall be based on recommendations from the ~~Audit Committee~~ **Standing Policy Committee on Finance** and shall require the approval of a majority of City Council.

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5.3 Authority

- a) The Internal Auditor shall have authority to audit all aspects of the City's operations including governance processes, departments, programs, business processes, systems, functions, activities, policies, etc.
- b) In accordance with IIA Standard 1110, the Internal Auditor shall be free from interference in determining the scope of internal auditing, performing work, and communicating results. Subject to complying with the requirements of IIA Standard 1110, the Internal Auditor shall consult with management and the ~~Audit Committee~~ **Standing Policy Committee on Finance** for input into the lines of enquiry to be pursued in each audit.
- c) The Internal Auditor shall have unrestricted access to all records, personnel and physical property relevant to the performance of audits.

5.4 Scope of Internal Audit Activities

- a) The Internal Auditor shall **utilize a methodology that links internal audit practices to the City's risk management systems, so as to provide assurance to Council that risk management practices and processes are managing risk effectively. The Internal Auditor shall** determine and report on the extent to which the City's network of risk management, control, and governance processes, as designed and represented by management and City Council, is adequate and functioning in a manner to ensure:
 - i) With respect to financial systems, that risks are appropriately identified and are effectively managed;
 - ii) In accordance with an audit plan, that significant financial, managerial, and operating information is accurate, reliable, and timely;
 - iii) In accordance with an audit plan, due diligence is exercised in the development and implementation of computer systems and system changes;

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- iv) With respect to financial systems, employees' actions are in compliance with policies, standards, procedures, and applicable laws and regulations;
- v) In accordance with an audit plan, that resources are acquired economically, used efficiently, and adequately protected; and
- vi) With respect to financial systems, that quality and continuous improvement are fostered in the organization's control process.

5.5 Role of Internal Audit in Providing Consulting Services

- a) The Internal Auditor shall have authority to perform consulting services where such services do not represent a conflict of interest or detract from the Internal Auditor's assurance services obligations.
- b) The performance of consulting services by the Internal Auditor shall be governed by the IIA Standards.

5.6 Role of Internal Audit in the Risk Management Process

- a) Risk management is a key management responsibility. This responsibility includes identifying, assessing, mitigating, and monitoring risks on a continuous basis.
- b) Consistent with IIA Standard 2110, the Internal Auditor shall assist the organization by identifying and evaluating significant exposures to risk and contributing to the improvement of risk management and control systems.

5.7 Role of Internal Audit in Fraud Investigation

- a) Management is responsible for establishing and maintaining controls to discourage the perpetuation of fraud and limit the exposure if fraud does occur.
- b) The Internal Auditor is responsible for assisting in the deterrence of fraud by examining and evaluating the adequacy and the effectiveness of the system of internal control, with due consideration to the extent of the potential exposure/risk in the various segments of the City's operations.

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- c) The Internal Auditor shall be notified of all fraud allegations or potential conflict of interest situations. The Internal Auditor may provide assistance in investigating and documenting the nature, extent, and effect of any allegations, ensuring sensitivity and confidentiality throughout the process.

5.8 Types of Assurance Audits

- a) The types of assurance audits to be undertaken by the Internal Auditor shall include, but not necessarily be limited to:
 - i) Financial control audits – to determine if adequate systems, practices, and controls are in place to safeguard the City’s financial resources;
 - ii) Fraud investigations – to determine whether fraud has occurred, identify the perpetrator(s), identify the extent of the fraud, and determine the techniques used and cause of the fraud;
 - iii) Follow-up audits – to assess the actions taken by management and City Council in response to significant audit observations and recommendations.
 - iv) **Value for Money Audits – to assess the efficiency, effectiveness and economy of operations, activities or programs.**

5.9 Corporate Audit Plan

- a) The Internal Auditor shall establish a long-range plan for assurance audits. The input of management and the ~~Audit Committee~~ **Standing Policy Committee on Finance** shall be considered in this process.
- b) The long-range plan shall be based on a risk assessment and shall be updated at least annually. The actual cycle for specific departments, programs, or functions appearing in the long-range plan shall be based on weightings assigned to various risk factors including, but not necessarily limited to, materiality (e.g. the size of the budget), staff levels, type of organization (e.g. Board vs. department), findings from previous audit, extent of public exposure, funding source, relevant legislative requirements, and complexity/diversity.

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- c) The Plan shall be subject to City Council approval.

5.10 Coordination of Internal Audit with External Parties

- a) The Internal Auditor shall meet with the City's External Auditor on at least a semi-annual basis to share information and coordinate activities for the purpose of ensuring proper audit coverage and minimizing duplication of effort.

5.11 Reporting Results of Internal Audits

- a) The Internal Auditor shall document the results of each assurance audit in a formal report. The report shall be discussed with management, shall incorporate management responses and target dates for implementation of recommendations, and shall be tabled with and presented to the ~~Audit Committee~~ **Standing Policy Committee on Finance**.
- b) All information systems and cash handling audit reports shall remain in-camera, shall not be tabled with City Council, and shall not be made available to the public.
- c) The City's External Auditor shall have access to all information systems and cash handling audit reports after they have been tabled with, presented to, and cleared through the ~~Audit Committee~~ **Standing Policy Committee on Finance**. Distribution of information systems and cash handling audit reports to any and all other external parties shall be subject to the prior approval of the ~~Audit Committee~~ **Standing Policy Committee on Finance**.
- d) Notwithstanding (d) above, the Internal Auditor shall have authority to release copies of any information systems or cash handling audit report to other municipal Internal Auditors on the understanding that recipients respect the confidentiality of these documents. The Internal Auditor shall inform the ~~Audit Committee~~ **Standing Policy Committee on Finance** of any such requests that have been received and reports released.

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5.12 Management Response to Assurance Audit Findings

- a) After being provided with draft audit observations, the manager with authority to and responsibility for taking corrective action shall, in a timely manner, provide a written response to the Internal Auditor on the recommendations contained in the report.
- b) Management shall, in a timely manner, following receipt of the audit report, provide the Internal Auditor with a plan of action, including target dates, for implementing the audit recommendations.
- c) The Internal Auditor shall have authority to set the timelines for the receipt of a response or action plan, with respect to (a) and (b) above, when, in the opinion of the Internal Auditor, it is necessary to set the timelines, and may grant any such extensions to the same.
- d) Management shall provide the ~~Audit Committee~~ **Standing Policy Committee on Finance** with progress reports, until action has been taken on all audit recommendations.

5.13 Follow-up

- a) The Internal Auditor shall include all follow-up audits in the Corporate Audit Plan.
- b) The follow-up audit procedure and reporting shall be performed in accordance with the process approved by the ~~Audit Committee~~ **Standing Policy Committee on Finance**.

5.14 Audit Working Papers

- a) Audit working paper files are the property of the Internal Auditor. They shall remain under the control of, and shall be accessible only to personnel authorized by, the Internal Auditor.
- b) Access to working paper files shall be governed by the IIA Standards for the Professional Practice of Internal Auditing and related Practice Advisories.

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5.15 Consulting Legal Counsel & Labor Relations Expertise

- a) The Internal Auditor shall consult with the City Solicitor before including results and issuing opinions in audit reports regarding legal or regulatory violations or other legal issues.
- b) The Internal Auditor shall consult with the City’s Human Resources ~~Branch~~ **Division** before including results and issuing opinions in assurance engagement reports that could have labor relations implications.

5.16 Accountability Reporting Requirements

- a) The Internal Auditor shall provide the ~~Audit Committee~~ **Standing Policy Committee on Finance** with periodic reports (no less than quarterly) on performance and progress relative to the Corporate Audit Plan.
- b) The Internal Auditor shall disclose to the ~~Audit Committee~~ **Standing Policy Committee on Finance**, the nature and extent of all consulting engagements undertaken at the request of the City Manager.

5.17 Periodic Assessment of the Charter

- a) The Internal Auditor shall periodically assess whether the purpose, authority, and responsibility of the internal audit function, as defined in the Charter, continue to be adequate to enable the internal audit function to accomplish its objectives. The Internal Auditor shall communicate the results of the assessments to the ~~Audit Committee~~ **Standing Policy Committee on Finance**.

5.18 Communications with and Access to the Internal Auditor

- a) The Chair of the ~~Audit Committee~~ **Standing Policy Committee on Finance** may consult and/or meet with the Internal Auditor prior to any scheduled ~~Audit Committee~~ **Standing Policy Committee on Finance** meeting for the purpose of preparing the ~~Audit Committee~~ **Standing Policy Committee on Finance** agenda.
- b) Individual members of City Council shall have unrestricted authority to meet at any time with the Internal Auditor but shall have no authority to direct the Internal Auditor to undertake any audit work.

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- c) Only the ~~Audit Committee~~ **Standing Policy Committee on Finance**, or the City Manager, shall have authority to engage the Internal Auditor to perform audits pursuant to this policy. Any requests by individual Councillors to engage the services of the Internal Auditor must be referred to the ~~Audit Committee~~ **Standing Policy Committee on Finance** for decision. This does not preclude the opportunity for the applicable Councillor to consult and/or meet in confidence with the Internal Auditor prior to the matter being brought before the Committee.

6. ENQUIRIES

All enquiries concerning this Charter should be referred to the Internal Auditor and/or the Chair of the ~~Audit Committee~~ **Standing Policy Committee on Finance**.

Contract Award Report – May 1 to August 31, 2015 Contracts Between \$50,000 and \$75,000

Recommendation

That the report of the CFO/General Manager, Asset and Financial Management Department, dated October 5, 2015, be forwarded to City Council for information.

Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability through the open, accountable, and transparent disclosure of the award of contracts.

Report

In accordance with Council Policy No. C02-030, Purchase of Goods, Services and Work, the Administration is required to report three times a year on the award of contracts and requests for proposals between \$50,000 and \$75,000. Attachment 1 is a detailed list of the competitive and sole source contract awards for the period May 1, 2015 to August 31, 2015.

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 next contract award report will be tabled in February 2016, outlining the award of contracts and request for proposals for the period September 1, 2015 to December 31, 2015.

Public Notice

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

Attachment

1. Competitive and Sole Source Contracts Between May 1, 2015 to August 31, 2015

Report Approval

Written by: Linda Leedahl, Purchasing Services Manager
Reviewed by: Linda Rauckman, Director, Materials Management
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Contract Award Report May to Aug 2015.docx

**Competitive Contracts Between \$50,000 - \$75,000
For the Period May 1, 2015 to August 31, 2015**

<u>Date</u>	<u>Project Title</u>	<u>Department</u>	<u>Contractor/Supplier</u>	<u>Contract Amt</u>
15/07/08	Crane Inspections & Service - WTP	Transportation & Utilities	Kristian Electric Ltd.	\$ 50,000.00
15/07/21	Hydrovac Truck Services	Transportation & Utilities	Klark's Trenching Ltd.	\$ 51,456.56
15/07/21	Hydrovac Truck Services	Transportation & Utilities	Badger Daylighting LP	\$ 51,737.50
15/06/17	Lease to Own Roller	Transportation & Utilities	Redhead Equipment	\$ 52,800.00
15/06/22	Street Light Extensions & Arms	Transportation & Utilities	Valmont West Coat Engineering Group	\$ 53,545.80
15/07/07	Dust Suppression Services	Transportation & Utilities	McGills Industrial Services	\$ 53,674.22
15/08/12	A1 License Training	Transportation & Utilities	Trans Industrial Safety Training	\$ 53,900.00
15/07/31	Cisco Nexus Switches	Corporate Performance	SaskTel CMR	\$ 54,335.32
15/08/11	Window Cleaning B.O.	Asset & Financial Mgmt.	Beaming Clean Windows	\$ 55,000.00
15/08/11	Cold Mix Asphalt	Transportation & Utilities	ASL Paving Ltd.	\$ 55,000.00
15/07/09	Microsoft System Centre Service Manager (SCSM)	Corporate Performance	Softlanding Network Solutions Inc.	\$ 64,163.00
15/06/19	Network Cables	Transportation & Utilities	Texcan	\$ 64,225.80
15/07/07	2015 Wooden Playground Replacements	Asset & Financial Mgmt.	1 Stop Playgrounds Ltd.	\$ 64,659.00
15/07/29	Confederation Park Tree Maintenance	Community Services	Arbour Crest Tree Services Ltd.	\$ 67,110.75
15/06/09	Arena Capacitor Banks - Kinsmen, Archibald & Lions Arenas	Asset & Financial Mgmt.	Shaughnessy Electric	\$ 67,515.00
15/06/17	Bike Racks, Table Tops, Retractable Seats	Community Services	Metalshapes Manufacturing Saskatoon	\$ 67,528.13
15/08/24	Marquis Industrial Water Main Chlorination	Transportation & Utilities	Garnett Industries Ltd.	\$ 71,267.28
15/06/09	2015 Manhole Inspection	Transportation & Utilities	Superior City Contracting	\$ 73,500.00
15/06/25	Fareboxes, Parts & Displays B.O.	Transportation & Utilities	BEA Transit Solutions Inc.	\$ 75,000.00

**Sole Source Contracts Between \$50,000 - \$75,000
For the Period May 1, 2015 to August 31, 2015**

<u>Date</u>	<u>Project Title</u>	<u>Department</u>	<u>Contractor/Supplier</u>	<u>Contract Amt</u>
15/07/16	Motorola Parts & Materials	Asset & Financial Mgmt.	Motorola Solutions Canada Inc.	\$ 50,000.00
Policy Section 4.3(b): Standardization/compatibility. This equipment is compatible with the corporate trunked radio system in place until at least June 2019.				
15/06/08	Primary Basin Parts	Transportation & Utilities	Evoqua Water Technologies	\$ 59,701.00
Policy Section 4.3(b): Standardization/compatibility. This equipment is compatible with the existing chain system used in the Primary Basin. Evoqua designed the system and is the sole distributor.				

Request to Sell City-Owned Property – Aspen Ridge Neighbourhood

Recommendation

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

1. That the Director of Saskatoon Land be authorized to sell 134 single-family lots with legal descriptions of Lots 1 to 38, Block 701, Plan No. to be registered; Lots 1 to 13, Block 702, Plan No. to be registered; Lots 1 to 25, Block 703, Plan No. to be registered; Lots 1 to 16, Block 704, Plan No. to be registered; Lots 1 to 28, Block 705, Plan No. to be registered; and Lots 1 to 14, Block 706, Plan No. to be registered on Fast Crescent, Court, Way and Lane through a lot draw process;
2. That if the parcels are not sold through the lot draw process, they will be placed for sale over-the-counter on a first-come, first-served basis;
3. That the Director of Saskatoon Land be authorized to sell Lots 1 and 2, Block 701 to the highest bidder through a public tender process for the intended use of developing Type II Residential Care Homes, Child Care Centres or Pre-Schools with tender conditions and reserve bid prices plus applicable taxes;
4. That any of the pre-designated Type II Residential Care Home, Child Care Centre or Pre-School lots which are not sold through the public tender process be placed for sale over-the-counter on a first-come, first-served basis for the same intended purpose for a period of one year with conditions specified in the Agreement for Sale;
5. That the Director of Saskatoon Land be authorized to make minor adjustments to the approved pricing that may be necessary to account for changes in servicing costs and lots being returned;
6. That the Director of Saskatoon Land be authorized to administer development controls for the 134 single-family lots; and
7. That the City Solicitor be requested to prepare the Agreements for Sale and that his Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

Topic and Purpose

The purpose of this report is to obtain approval to sell and administer development controls for 134 single-family lots in the Aspen Ridge neighbourhood through a lot draw process.

Report Highlights

1. Proposed prices in this lot draw range from \$101,500 to \$235,800.
2. Two Type II Residential Care Home, Child Care Centre or Pre-School lots are proposed to be sold by public tender.
3. Development controls for the 134 single-family lots are being proposed in order to enhance the character within the neighbourhood, assist in strengthening the streetscape and harmonize the interface between various housing forms.

Strategic Goal

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.

Background

City Council, at its meeting on June 23, 2014, approved the Aspen Ridge Neighbourhood Concept Plan (Attachment 1). The Aspen Ridge neighbourhood is approximately 640 acres in area and will accommodate and estimated population of 12,544 persons living within 5,702 dwelling units. The City of Saskatoon (City) owns and will develop 71% of Aspen Ridge development. Topsoil stripping began in fall of 2013. Construction tenders for grading, deep services and roadways for this first phase were initiated in 2014 and will be completed this fall.

Saskatoon Land is requesting approval to set prices for and sell the first 134 single-family lots, including two Type II Residential Care Home, Child Care Centre or Pre-School lots.

Report

Lot Pricing

This first phase of Aspen Ridge is 134 lots, which includes a variety of lot sizes and types. Lot sizes range from 9.14 metres (30 feet) to 14.82 metres (49 feet). The majority of lots are between 9.14 metres (30 feet) and 13.42 metres (44 feet) in width.

The general breakdown and unique features of the lots are as follows:

- 46 detached garage lots with lanes;
- 23 attached garage standard lots with lanes;
- 18 attached garage standard lots;
- 14 attached garage standard lots that back on to a linear park and feature decorative rear-yard fencing;
- 8 attached garage standard lots that back on a Municipal Buffer;
- 23 attached garage walk-out basement lots that back on to the Northeast Swale and feature decorative rear-yard fencing; and
- 2 Type II Residential Care Home, Child Care Centre or Pre-School lots.

A variety of lot price points will be available in this phase that will accommodate affordable homes, mid-range homes and higher-end homes. Lot prices have been

determined based on an examination of current lot prices for comparable properties in the Saskatoon market.

A base unit price of \$11,500 per front metre was used to calculate the lot prices. Adjustments were made to the base price to account for lot location and lot specific characteristics, including spectacular views of the Northeast Swale. The lot prices range from \$101,500 to \$235,800 and the average lot price for this area is \$146,766. A list of individual lot prices is attached (Attachment 2). If the lots are not completely serviced at the time of lot selection, they will be sold with a delayed possession date.

Lots to be Sold by Public Tender

Lots 1 and 2 of Block 701, Plan to be registered, are pre-designated Type II Residential Care Home, Child Care Centre or Pre-School lots which are proposed to be sold by public tender (Attachment 3). If these lots are not sold through the public tender process, they will be placed for sale over-the-counter on a first-come, first-served basis for the same intended purpose for a period of one year. If not sold during that year, Saskatoon Land will place the lots for sale over-the-counter on a first-come, first-served basis for any purpose allowed within the R1A zone.

Development Controls

Development Controls (Attachment 4) are being proposed for the single-family lots in this phase of development in order to enhance the character within the neighbourhood, to strengthen the streetscape, and to harmonize the interface between various housing forms.

These Development Controls are structured to encourage the construction of houses with more exterior architectural detailing and with the use of a variety of exterior building materials. The noteworthy changes from previous development controls are the following:

- No vinyl siding will be permitted on the 23 walk-out basement lots that back on to the Northeast Swale.
- Attached garages shall not protrude more than 2.4 metres (8 ft) from the façade of any habitable floor area of the dwelling.
- Rather than prescribing stone, all dwellings will require a minimum of two different exterior building materials on the front elevation.
- For 107 lots, the minimum roof pitch is 6-in-12 except when it can be demonstrated that a lesser sloped roof pitch is integral to the intended architectural style and consistent with the goal of harmonizing the interface between housing forms. Twenty seven lots, that are grouped together, will have no roof pitch requirement.
- Saskatoon Land will receive and evaluate each house plan for compliance as it gets submitted for a building permit.
- Saskatoon Land's interpretation and decision will be final.

Options to the Recommendation

The only other option would be not to proceed with the sale of land at this time.

Public and/or Stakeholder Involvement

The single-family lots being offered for sale are consistent with the approved Aspen Ridge Concept Plan. Public and Stakeholder consultation occurred in 2014.

Communication Plan

Notice of the intent to allocate these lots to builders and individuals by lot draw and public tender will be advertised in The StarPhoenix a minimum of two Saturdays prior to the draw and public tender, pursuant to City Council Policy No. C09-006, Residential Lot Sales – General Policy, and will be posted on the City’s website.

Financial Implications

Proceeds from the sale of these lots will be deposited in the Aspen Ridge Neighbourhood Land Development fund.

Safety/Crime Prevention Through Environmental Design (CPTED)

The subdivision and sale of these lots are in conformance with the approved Aspen Ridge Neighbourhood Concept Plan. A CPTED review is not required.

Other Considerations/Implications

There are no policy or privacy implications or considerations.

Due Date for Follow-up and/or Project Completion

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

Public Notice

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

Attachments

1. Aspen Ridge Neighbourhood Land Use Concept Plan
2. Aspen Ridge Proposed Price List
3. Aspen Ridge Phase I Sales Map
4. Aspen Ridge Development Controls

Report Approval

Written by: Derek Thompson, Development Project Manager, Saskatoon Land
Reviewed by: Frank Long, Director of Saskatoon Land
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Land Use Concept Plan

Aspen Ridge Neighbourhood Concept Plan

ASPEN RIDGE NEIGHBOURHOOD LAND USE CONCEPT PLAN ATTACHMENT 1



Legend

- Single-Unit Detached
- Low-Density Multi Unit
- Low/Med Density Multi Unit
- Medium-Density Multi Unit
- Medium-Density Mixed-Use
- Low-Density Mixed-Use
- Park
- Landscaped Drainage Open Space
- Greenway
- Buffer
- Elementary Schools/
Community Centre
- Urban Holding Area
- Northeast Swale
Preserved Land
- Possible Roadway Extension
- Neighbourhood Boundary
- RCH Possible Residential
Care Home Site
- 📶 Possible Cell Tower Location
- Final configuration to be
determined once the Perimeter
Highway alignment is confirmed

University of Saskatchewan Lands
East Management Area

University of Saskatchewan
Kernen Prairie

EVERGREEN

Note: This map is conceptual and may change.



Aspen Ridge Proposed Price List

Aspen Ridge (2015) - Fast

NOTE: Plan for all lots to be registered

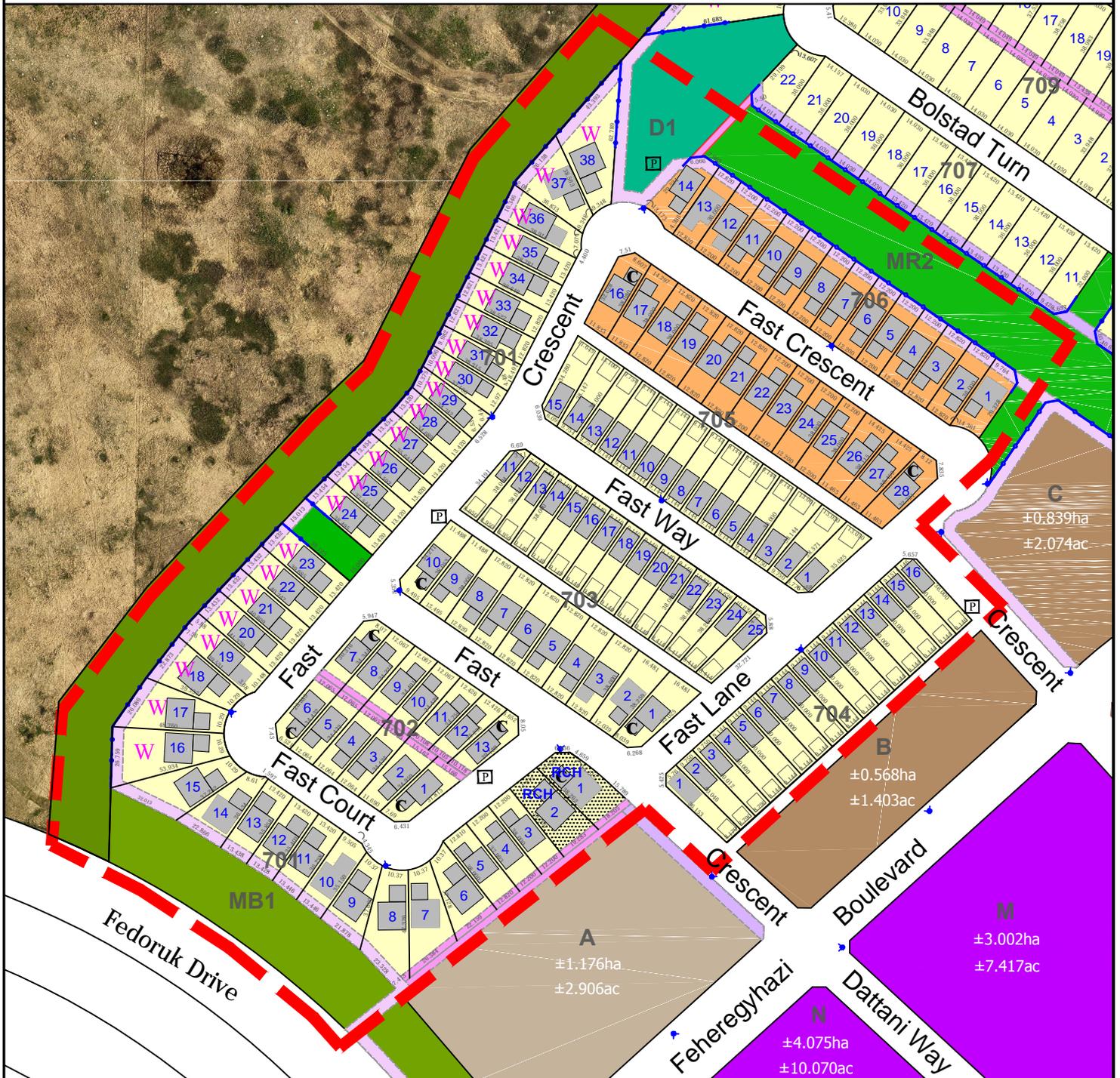
Lot	Block	Price
1	701	\$185,100
2	701	\$181,000
3	701	\$133,300
4	701	\$133,300
5	701	\$139,900
6	701	\$159,100
7	701	\$164,400
8	701	\$172,600
9	701	\$167,600
10	701	\$154,300
11	701	\$154,300
12	701	\$154,300
13	701	\$151,800
14	701	\$172,800
15	701	\$184,900
16	701	\$217,600
17	701	\$214,300
18	701	\$208,100
19	701	\$193,000
20	701	\$193,000
21	701	\$193,000
22	701	\$193,000
23	701	\$193,000
24	701	\$193,000
25	701	\$193,000
26	701	\$193,000
27	701	\$193,000
28	701	\$193,000
29	701	\$183,700
30	701	\$183,400
31	701	\$183,500
32	701	\$184,400
33	701	\$184,400
34	701	\$193,000
35	701	\$193,000
36	701	\$190,200
37	701	\$231,300
38	701	\$235,800
1	702	\$145,100
2	702	\$147,500
3	702	\$138,700
4	702	\$138,700
5	702	\$138,700
6	702	\$138,700
7	702	\$138,800
8	702	\$138,800
9	702	\$138,800

Lot	Block	Price
10	702	\$138,800
11	702	\$131,600
12	702	\$130,000
13	702	\$127,900
1	703	\$163,800
2	703	\$165,000
3	703	\$154,500
4	703	\$154,500
5	703	\$154,500
6	703	\$154,500
7	703	\$154,500
8	703	\$154,500
9	703	\$153,400
10	703	\$152,700
11	703	\$101,500
12	703	\$101,800
13	703	\$101,800
14	703	\$110,100
15	703	\$110,100
16	703	\$110,100
17	703	\$110,100
18	703	\$110,100
19	703	\$110,100
20	703	\$110,100
21	703	\$110,100
22	703	\$114,900
23	703	\$114,300
24	703	\$113,400
25	703	\$112,100
1	704	\$105,100
2	704	\$113,100
3	704	\$113,300
4	704	\$110,100
5	704	\$110,100
6	704	\$110,100
7	704	\$110,100
8	704	\$110,100
9	704	\$110,100
10	704	\$110,100
11	704	\$110,100
12	704	\$110,100
13	704	\$110,100
14	704	\$110,100
15	704	\$110,300
16	704	\$105,000
1	705	\$117,500
2	705	\$117,500

Lot	Block	Price
3	705	\$117,500
4	705	\$110,100
5	705	\$110,100
6	705	\$110,100
7	705	\$110,100
8	705	\$110,100
9	705	\$110,100
10	705	\$110,100
11	705	\$110,100
12	705	\$110,100
13	705	\$117,500
14	705	\$119,700
15	705	\$119,700
16	705	\$159,900
17	705	\$160,900
18	705	\$154,500
19	705	\$154,500
20	705	\$154,500
21	705	\$154,500
22	705	\$147,000
23	705	\$147,000
24	705	\$147,000
25	705	\$147,000
26	705	\$158,700
27	705	\$158,700
28	705	\$149,100
1	706	\$179,600
2	706	\$166,000
3	706	\$166,000
4	706	\$158,000
5	706	\$158,000
6	706	\$158,000
7	706	\$158,000
8	706	\$158,000
9	706	\$158,000
10	706	\$158,000
11	706	\$158,000
12	706	\$158,000
13	706	\$166,000
14	706	\$179,600

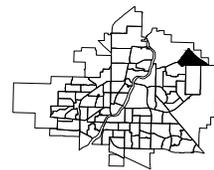


Aspen Ridge Phase 1 Sales Map



Legend:

Single Family		Easement 2m		Concrete Pad	
Single Family No Roof Slope Requirement		Easement 3m		Drainage	
Multi-Family Parcels Low/Medium Density		Easement 5m		Park	
Multi-Family Parcels Low Density		Mail Boxes		Buffer	
Mixed Use Commercial		Proposed Bus Stop		Residential Care Home	
Lot Number	12	Corner Garage Location		Fire Hydrant	
Decorative Fence					



City of Saskatoon
Saskatoon Land - Aug 2015

Note: The Saskatoon Land does not guarantee the accuracy of this plan. Lot dimensions and the location of other features are compiled from available information and are subject to change without notice. Park and buffer setbacks are for illustrative purposes only and does not represent what will be constructed. To ensure accuracy, please refer to the Registered Plan of Survey. Distances are in meters unless shown otherwise. Do not scale.



Aspen Ridge

Phase 1 Architectural Controls



ARCHITECTURAL CONTROLS

To enhance the street appeal of Aspen Ridge, Saskatoon Land has selected a variety of architectural controls aimed at creating an aesthetically pleasing streetscape and encouraging a variety of different exterior building materials.

The architectural controls selected by Saskatoon Land are an integral component in strengthening neighbourhood streetscapes and fostering diversity amongst housing choices, creating a warm and inviting environment.

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- 7 **Exterior Building Material Requirements**
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- 11 **Attached Garage Integration**
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ARCHITECTURAL CONTROLS BY LOT TYPE

Phase 1 of Aspen Ridge features three lot types: Standard Lot Attached Garage, Executive Walk-Out Basement Lot Attached Garage and Laned Lot Detached Garage. The architectural controls for each type are noted below:

Standard Lot - Attached Garage

a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:

- i. 1,000 square feet in the case of a bungalow, bi-level or split-level dwelling.
- ii. 1,200 square feet in the case of a two-storey dwelling.

Standard Lot Attached Garage

- Lots 1 to 15, Block 701
- Lots 1 to 13, Block 702
- Lots 1 to 10, Block 703
- Lots 16 to 28, Block 705
- Lots 1 to 14, Block 706

b) All dwellings must be constructed with a minimum single-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 3.5 metres wide and 6.0 metres long.

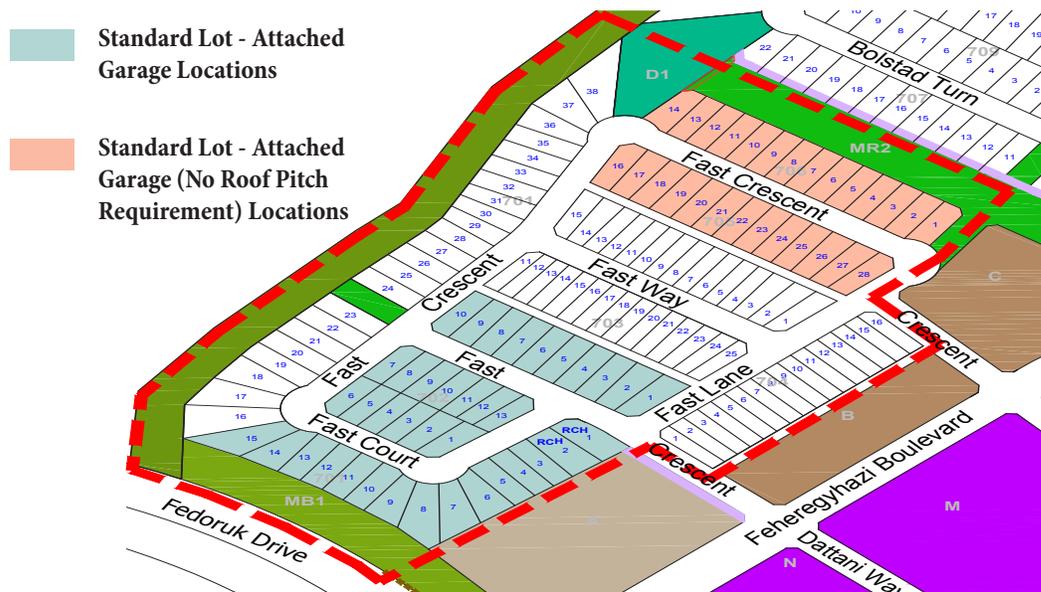
c) The roof of the principal dwelling shall have a minimum 6-in-12 pitch except when it can be demonstrated that a lesser sloped roof pitch is integral to any architectural style and consistent with the intent of strengthening the streetscape and harmonizing the interface between housing forms.

No roof pitch requirement exists for Lots 16 to 28, Block 705 and Lots 1 to 14, Block 706.

d) Attached garages shall not protrude more than 2.4 metres (8 feet) from the facade of any habitable floor area of the dwelling.

e) All attached garages require architecturally significant garage doors consistent with the architectural style of the dwelling.

f) All dwellings require a minimum of two different exterior building materials on the front elevation with each material being no less than 50 square feet in area or a minimum of three exterior building materials with each material being no less than 25 square feet in area.



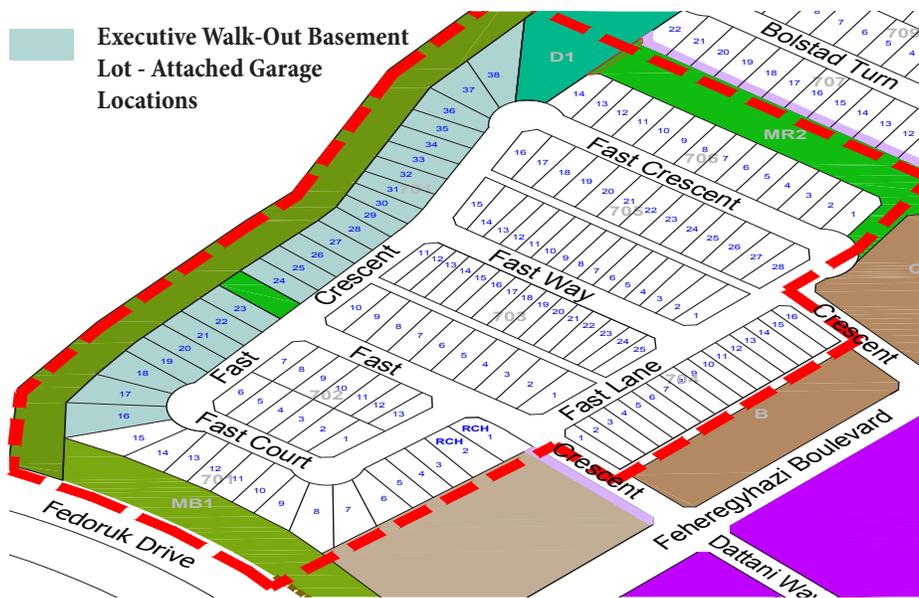


Executive Walk-Out Basement Lot - Attached Garage

Executive Walk-Out Basement
Lot - Attached Garage

- Lots 16 to 38, Block 701

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
- 1,200 square feet in the case of a bungalow, bi-level or split-level dwelling.
 - 1,500 square feet in the case of a two-storey dwelling.
- b) All dwellings must be constructed with a minimum double-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 5.4 metres wide and 6.0 metres long.
- c) The roof of the principal dwelling shall have a minimum 6-in-12 pitch except when it can be demonstrated that a lesser sloped roof pitch is integral to any architectural style and consistent with the intent of strengthening the streetscape and harmonizing the interface between housing forms.
- d) Attached garages shall not protrude more than 2.4 metres (8 feet) from the facade of any habitable floor area of the dwelling.
- e) All attached garages require architecturally significant garage doors consistent with the architectural style of the dwelling.
- f) All dwellings require a minimum of two different exterior building materials on the front elevation with each material being no less than 75 square feet in area or a minimum of three exterior building materials with each material being no less than 40 square feet in area. **No vinyl siding shall be permitted on any building elevation.**
- g) All dwellings shall be constructed with direct access from the basement level to the backyard (walk-out units).



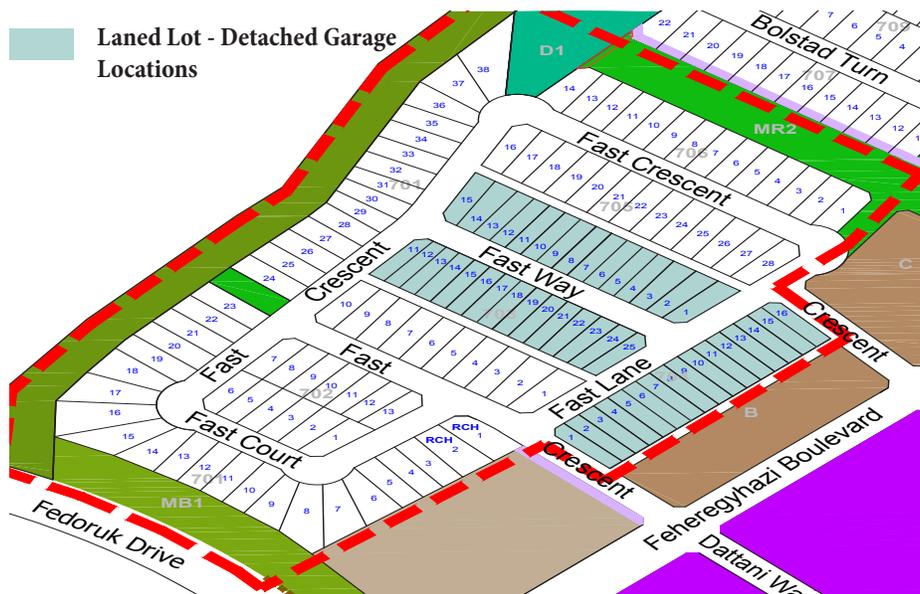


Laned Lot - Detached Garage

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
 - i. 1,000 square feet in the case of a bungalow or bi-level.
 - ii. 1,200 square feet in the case of a two-storey dwelling.
- b) All dwelling units shall be bungalows, raised bungalows, bi-levels, or two-storeys. Split-level dwellings are not permitted.
- c) All dwellings shall be constructed with an architecturally significant entry feature which may include a covered veranda, a covered entry feature or a modern contemporary interpretation of a pergola. In the event that columns are used, column styles should be consistent with the overall architectural style of the dwelling.
- d) The roof of the principal dwelling shall have a minimum 6-in-12 pitch except when it can be demonstrated that a lesser sloped roof pitch is integral to any architectural style and consistent with the intent of strengthening the streetscape and harmonizing the interface between housing forms.
- e) All dwellings must be constructed with a concrete garage pad with access from the rear lane only. The concrete garage pad must be constructed at the same time the dwelling is built with a minimum dimension of 6 metres wide and 6 metres long. The concrete pad shall be located at a minimum of 1.2 metres from the rear property line, and include a paved apron that connects it to the rear property line.
- f) All dwellings require a minimum of two different exterior building materials on the front elevation with each material being no less than 50 square feet in area or a minimum of three exterior building materials with each material being no less than 25 square feet in area.

Narrow Lots - Detached Garage

- Lots 11 to 25, Block 703
- Lots 1 to 16, Block 704
- Lots 1 to 15, Block 705



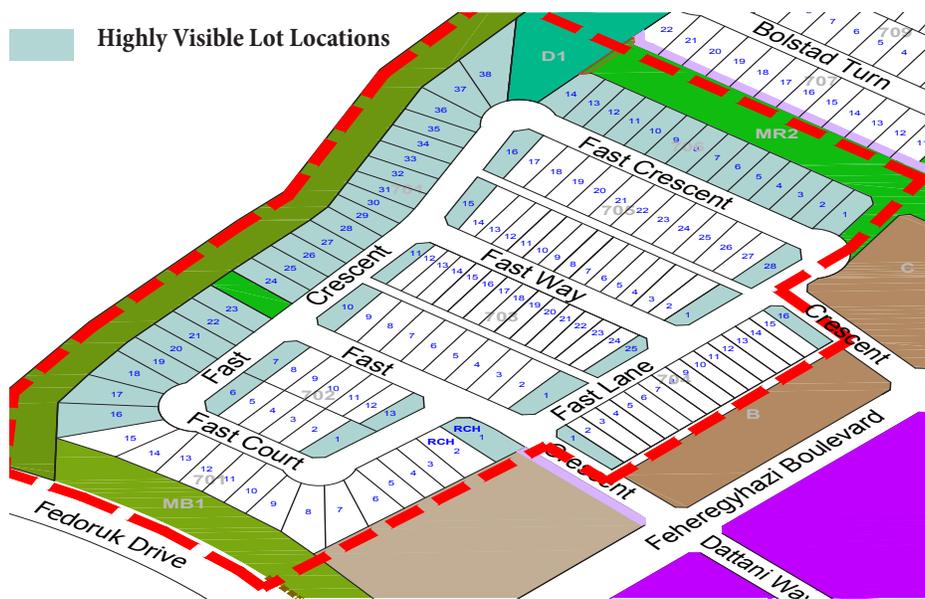


Highly Visible Lots

In addition to the controls noted in the preceding sections, any dwelling elevation facing a street or park also requires the following:

- a) Other than a front facade which has other requirements as noted in this document, any building elevation which flanks a street or faces a park requires a secondary exterior building material no less than 40 square feet in the area.
- b) Other than a front facade which has other requirements as noted in this document, any building elevation which flanks a street or faces a park requires the placement of windows and/or a door that occupy no less than 5 percent of the area of the subject building elevation.

- Highly Visible Lots**
- Lots 1, 16 to 38, Block 701
 - Lots 1, 6, 7, and 13, Block 702
 - Lots 1, 10, 11, and 25, Block 703
 - Lots 1 and 16, Block 704
 - Lots 1, 15, 16 and 28, Block 705
 - Lots 1 to 14, Block 706





EXTERIOR BUILDING MATERIAL REQUIREMENTS

Standard Attached Garage Lots and Laned Detached Garage Lots

All dwellings require a minimum of two different exterior building materials on the front elevation with each material being no less than 50 square feet in area or a minimum of three exterior building materials with each material being no less than 25 square feet in area.

Executive Walk-out Basement Lots

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

Note: Material types and areas must be clearly identified on the drawings submitted in support of your Building Permit Application. Failure to do so may result in delays to the approval of your Building Permit Application.



This home utilizes cedar shakes along the roof line and stone accent features near the garage edges, with the balance of the facade consisting of cement fiber siding.



This home features board and batten siding along the dormers, stone accents along the veranda columns, with the balance of the front facade consisting of cement fiber siding.

- *Trim features will not be counted as a material. In order to be included towards the required material amount, the material must be visible from the front street. Material wrapped around a column or architectural feature, facing a side or rear yard will not count towards the required material total.*
- *The materials being used need to be distinctly different and discernible from each other. Contrast with the trim materials and exterior building materials being used is also encouraged.*



EXTERIOR BUILDING MATERIAL REQUIREMENTS HIGHLY VISIBLE LOTS - PARK & STREET FLANKING ELEVATIONS

Other than a front facade which has other requirements as noted in this document, any building elevation which flanks a street or faces a park requires a secondary exterior building material no less than 40 square feet in area.

Other than a front facade which has other requirements as noted in this document, any building elevation which flanks a street or faces a park requires the placement of windows and/or a door that occupy no less than 5 percent of the area of the subject building elevation. Illustrations of building facade requirements are shown below.



50 square feet of a cedar accent material is provided along the rear elevation of the dwelling which faces a linear park. The rear elevation has an area of 1,100 square feet, requiring the placement of a minimum of 55 square feet of window and/or door area. In this example, 124 square feet of window and door area has been provided.



80 square feet of cedar plank is provided along the side building elevation which faces the flanking street. The side elevation facing the flanking street has an area of 840 square feet, requiring the placement of a minimum of 42 square feet of window and/or door area. Five windows are provided resulting in a total window area of 75 square feet.



GARAGE PLACEMENT

For lots requiring an attached garage, one further requirement will also apply to all of the lots that indicates which side of the lot the garage must be placed.

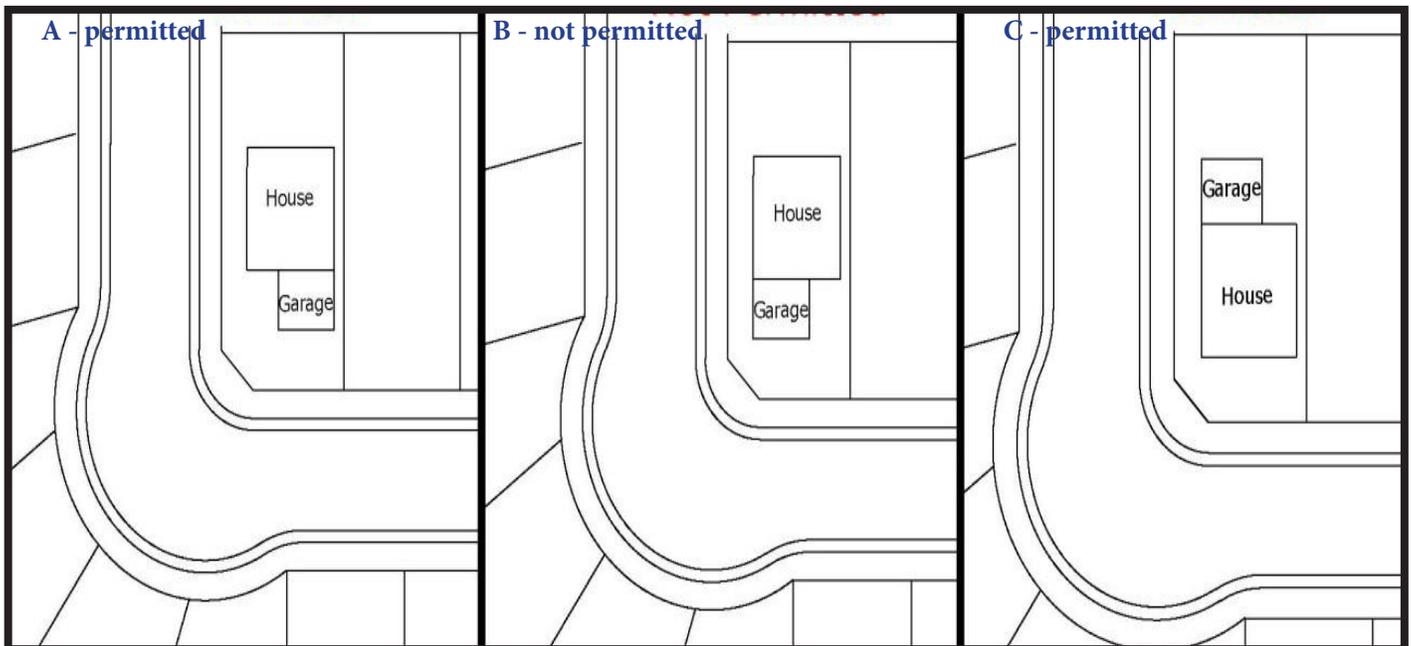
Garage sides on a given block are paired together against a common property line in order to provide a better streetscape appearance.

Corner Lots

For corner attached garage lots, the garage must be located on the side of the property that is furthest from the intersection.

Figure 1 demonstrates the permitted options (A & C) for the placement of an attached garage on a corner lot, attached to the front of the house furthest from the street corner or attached to the rear of the house.

Figure 1 - Corner Lot Garage Placement





ARCHITECTURALLY SIGNIFICANT GARAGE DOORS

The street appeal of a home contributes to the general appeal of any residential area. Garage doors make up a significant portion of the facade of any attached garage home. Any home with a front or rear attached garage requires garage door styles that complement the home's exterior. The garage door must include some architectural features. Examples of garage door types, design elements and corresponding architectural styles are outlined below:

- Coped edges;
- Decorative glass;
- Designed inserts;
- Wide trim pieces;
- Natural woods; and
- Aluminum and glass.

Garage door supplier and model information must be submitted along with your building permit application. Garage doors will be reviewed and approved.



Aluminum composite garage door, suitable for modern contemporary architectural style.



Aluminum composite garage door with left side window placements suitable for modern contemporary architectural style.



Craftsman style garage door featuring wide trim pieces and decorative glass windows.



Garage door with dark finish and coped edges, suitable for traditional architectural style.



ATTACHED GARAGE INTEGRATION

For lots which require an attached garage, the attached garage shall not protrude more than 2.4 metres (8 feet) from the facade of any habitable floor area of the dwelling.

Examples showing acceptable garage projections are illustrated below.



The attached garage projects 2.0 metres from the second storey of the dwelling.



The attached garage projects 2.4 metres from the second storey of the dwelling.



The attached garage projects 2.4 metres from the second storey bonus room.



COLUMNS & ENTRY FEATURES

For lots which require an architecturally significant entry feature, features should be consistent with the overall architectural style of the dwelling.

This may include the use of covered verandas, modern contemporary interpretations of pergolas or covered entry features.

In the event that columns are used, column styles should be consistent with the overall architectural style of the dwelling. This might include the use of wide-based, tapered columns with stone detailing at the column base for craftsman style homes, cedar clad columns for modern contemporary style homes, or columns with masonry cladding along the full length of the column for traditional style homes.



Modern interpretation of a pergola entry.



Covered entry feature, with supporting column.



Covered entry feature, with supporting column.



Covered veranda with substantial columns.



Wide-based, tapered columns, with stone detailing.



Wide-based columns, with stone detailing.



ROOF PITCH

The roof of the principal dwelling shall have a minimum 6-in-12 pitch except in instances where it can be demonstrated that a lesser sloped pitch contributes towards a consistent architectural style or enhanced level of street appeal.

Approval of roof pitches less than 6-in-12 will be at the discretion of Saskatoon Land. Some examples that outline the acceptable use of roof pitches less than 6-in-12 are identified below.



The use of a low-pitched gabled roof for a craftsman style home.



The use of a flat roof or low-sloped roof in a modern contemporary style home.



The use of a low-pitched hip roof, with wide overhanging eaves in a prairie style home.



GENERAL DESIGN CONSIDERATIONS - ALL LOT TYPES

Massing and Relief

All building volumes must incorporate intermittent variances in plan and elevation to encourage shadow lines on facades and visible elevations which will enhance the streetscape by introducing interesting architecture. This includes all building elevations that are adjacent to or visible from public streets, public parks, and adjacent developments.



Repetition

The same elevations should not be repeated on adjacent properties or directly across the street. For adjacent properties, a change in architectural detailing is required.

Examples of acceptable changes are, but not limited to, the following: roof and dormer orientation and slope, front attached garage roof style or orientation, the size and location of windows and doors, colours and finish materials.



Front Door Placement

It is strongly encouraged that the front door of a dwelling be highly visible on the front facade by directly facing the fronting street.

If the door does not face the street, architectural elements such as foyer windows, additional accent materials or other architectural elements must be added to enhance the house entrance.





BUILDING PERMIT APPLICATION - PLAN SUBMITTAL REQUIREMENTS

As a summary to the requirements outlined in this document, please ensure the following information is included in your building permit application:

Standard Lot Attached Garage & Executive Walk-Out Basement Lot Attached Garage Types

- Exterior building material types and areas along the front facade of the dwelling;
- For highly visible lots, exterior building material areas, and window and door areas for building elevations that flank a street or face a park; and
- Garage door supplier and model information.

Laned Lot Detached Garage

- Exterior building material types and areas along the front facade of the dwelling; and
- For highly visible lots, exterior building material areas, and window and door areas for building elevations that flank a street or face a park.

Failure to include this information may result in delays in the processing of your building permit application. Building permit applications must be submitted to the Building Standards Division.

Interpretation and application of the Aspen Ridge Architectural Controls are at the sole discretion of Saskatoon Land. Saskatoon Land's decision is final. Failure to comply with these controls may result in removal from Saskatoon Land's eligible contractor list.

For any questions on the requirements and guidelines included in this document, please contact Saskatoon Land at (306)-975-3278 or by email at land@saskatoon.ca.

