

## REVISED AGENDA REGULAR BUSINESS MEETING OF CITY COUNCIL

Monday, October 23, 2017

1:00 p.m.

Council Chamber, City Hall

Pages

1. NATIONAL ANTHEM AND CALL TO ORDER

2. *CONFIRMATION OF AGENDA*

17 - 25

*Recommendation*

1. That the Appointment of Acting City Manager be added to Unfinished Business and that the Personnel Sub-Committee provide a verbal report;
2. That the letter from Donald Atchison dated October 23, 2017 indicating he would be available to respond to questions, be added to item 8.1.9;
3. That the following be added to item 8.3.1:
  1. Memo from the A/General Manager, Asset & Financial Management Department dated October 23, 2017 providing supplemental information;
  2. Letter from Peggy Sarjeant dated October 20, 2017 submitting comments;
4. That the letter from Cheryl Loadman, Executive Director, Saskatoon Services for Seniors dated October 23, 2017 submitting comments be added to item 8.3.7;
5. That the following letters be added to item 9.4.2:
  1. James Polley, President/CEO, Allan's Landscaping Ltd. dated October

19, 2017 requesting to speak;

2. Keith Moen, North Saskatoon Business Association, dated October 20, 2017 requesting to speak;

6. That the agenda be approved as amended.

**3. DECLARATION OF CONFLICT OF INTEREST**

**4. ADOPTION OF MINUTES**

**Recommendation**

That the minutes of the Regular Business Meeting of City Council held on September 25, 2017, be adopted.

**5. PUBLIC ACKNOWLEDGMENTS**

5.1 In Remembrance of Kazem Niazi

**6. UNFINISHED BUSINESS**

**6.1 *Appointment of Acting City Manager***

The Personnel Sub-Committee will provide a verbal report.

**7. QUESTION PERIOD**

**8. CONSENT AGENDA**

**Recommendation**

That the Committee recommendations contained in Items 8.1.1 to 8.1.10; 8.2.1 to 8.2.3; 8.3.1 to 8.3.7; 8.4.1 to 8.4.4; and 8.5.1 to 8.5.5 be adopted as one motion.

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

8.1.1 Naming Advisory Committee Report – Third Quarter 2017 File No. CK. 6310-1] 26 - 56

**Recommendation**

That the request to rename a portion of Victoria Park 'Reconciliation Circle' be approved.

8.1.2 Application for Funding Under the Heritage Conservation Program – Canadian Pacific Railway Station (305 Idylwyld Drive North) [File No. CK. 710-5 and PL. 907-1] 57 - 63

**Recommendation**

1. That funding be approved, to a maximum of \$22,200 (amortized over ten years), through the Heritage Conservation Program for the preservation project at 305 Idylwyld Drive North;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

**8.1.3 Application for Funding Under the Heritage Conservation Program – Bottomley House (1118 College Drive) [File No. CK. 710-5 and PL. 907-1]**

64 - 70

**Recommendation**

1. That funding be approved, to a maximum of \$2,116.22 (amortized over two years), through the Heritage Conservation Program for the preservation project at 1118 College Drive;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

**8.1.4 Application for Funding Under the Heritage Conservation Program – Mann House (1040 University Drive) [File No. CK. 710-65 and PL. 907-1]**

71 - 77

**Recommendation**

1. That funding be approved, to a maximum of \$2,497.50 (amortized over two years), through the Heritage Conservation Program for the preservation project at 1040 University Drive;
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;
3. That the General Manager, Community Services

Department, be authorized to remit payment of the grant following completion of the project; and

4. That the Administration provide a report to the Committee regarding possible policy changes for the delegation of authority on funding approvals for applications under Heritage Conservation Program.

**8.1.5 Application for Funding Under the Heritage Conservation Program – McLean Block (263 3rd Avenue South) [File No. CK. 710-55 and PL. 907-1]** 78 - 89

**Recommendation**

1. That City Council rescind its resolution of May 23, 2017 with respect to approval of the application for funding under the Heritage Conservation Program for the McLean Block located at the 263 3rd Avenue South property;
2. That funding be approved, to a maximum of \$55,848.05, through the Heritage Conservation Program for the windows, roof repairs, and brickwork of the McLean Block located at 263 - 3rd Avenue South;
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
4. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

**8.1.6 Naming Major Projects – Amendments to Naming of Civic Property and Development Areas Policy No. C09-008 [File No. CK. 6310-1]** 90 - 98

**Recommendation**

1. That the proposed amendments to Naming of Civic Property and Development Areas Policy No. C09-008 be approved; and
2. That Administration provide an attachment to the policy which would lay out the processes for naming major infrastructure and refer to the Naming Advisory Committee for review.

**8.1.7 Projects and Initiatives Prioritization – Community Standards Division [File No. CK. 115-1 and PL. 0116-1]** 99 - 108

**Recommendation**

That the information be received.

- 8.1.8 Proposed Amendments to Bylaw No. 7860, The Animal Control Bylaw, 1999 and Bylaw No. 8176, The Dangerous Animal Bylaw, 2003 [File No. CK.151-15]** 109 - 113

**Recommendation**

1. That the proposed amendments to Bylaw No.7860, The Animal Control Bylaw, 1999 and Bylaw No. 8176, The Dangerous Animal Bylaw, 2003 as outlined in the October 2, 2017 report of the City Solicitor be approved; and
2. That the City Solicitor be requested to make the necessary amendments to Bylaw No. 7860, The Animal Control Bylaw, 1999, and Bylaw No. 8176, The Dangerous Animal Bylaw, 2003.

- 8.1.9 Vacant Lot and Adaptive Reuse Incentive Program – 309 22nd Street East – World Trade Centre Saskatoon [File No. CK. 4110-45 and PL. 4110-54]** 114 - 119

Letter - Donald Atchison, dated October 23, 2017 indicating he will be in attendance to respond to questions

**Recommendation**

1. That a five-year tax abatement up to 100% of the incremental taxes for the building and structured parking to be developed at 309 22nd Street East, be approved;
2. That the five-year tax abatement take effect in the taxation year following completion of the project; and
3. 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 agreements, under the Corporate Seal.

- 8.1.10 Parks, Maintenance and Design – Service Level [File No. CK. 116-2 x 4205-1]** 120 - 142

**Recommendation**

1. That the current service level for the Park Maintenance and Design service line be approved;
2. That the service level and budget allocation be rationalized during the 2018 Business Plan and Budget Review, by considering options outlined in the October 2, 2017 report of the General Manager, Community Services Department;

3. That the Administration provide a report on the side boulevard mowing service;
4. That the Administration report further on possible options for irrigation optimization; and
5. That Administration discuss with Meewasin Valley Authority how to work together on natural areas management.

## 8.2 Standing Policy Committee on Finance

### 8.2.1 External Audit Services – Award for Request for Proposals [File No. CK. 1610-1 and AF. 1610-1] 143 - 146

#### Recommendation

1. That the proposal submitted by Deloitte LLP for external audit services, at a total estimated cost of \$205,000, plus applicable taxes be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the contract documents as prepared by the City Solicitor under the Corporate Seal.

### 8.2.2 JSMB Adventures Inc. (Merlin Motors) Land Exchange and Servicing Agreement [File No. CK. 4020-1, x 4125-12 and AF. 4214-1] 147 - 152

#### Recommendation

1. That the Administration be authorized to proceed with a land exchange and site servicing agreement with JSMB Adventures Inc. as per the terms noted in in the October 2, 2017 report of the CFO/General Manager, Asset and Financial Management;
2. That the City Solicitor be requested to prepare the agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal;
3. That Capital Project No. 1769, Land Development – Marquis Industrial Area, be used as the funding source for all servicing costs to be completed as part of the agreement, including legal, administrative costs and disbursements; and
4. That the Property Realized Reserve be used as an interim source of funding for all costs related to the land exchange part of this agreement, until such time as the Idylwyld

Drive/Marquis Drive improvement project is established.

- 8.2.3 Saskatoon Soccer Centre Inc. Tax Abatement Renewal [File No. CK. 1965-1 and RS. 610-7]** 153 - 157

**Recommendation**

1. That the Saskatoon Soccer Centre Inc. be granted a five-year tax abatement for the operation of the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre, commencing in 2016 and ending in 2020; and
2. That the City Solicitor be requested to prepare the required tax abatement agreement, and that the Mayor and the City Clerk be authorized to execute this agreement under Corporate Seal.

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

- 8.3.1 Civic Conservatory Repair Assessment and Renewal Options [File No. CK. 620-4, x 1700-1 and CS. 600-1]** 158 - 171

Memo - A/General Manager, Asset & Financial Management dated October 23, 2017 providing supplemental information

Letter - Peggy Sarjeant dated October 23, 2017 providing comments

**Recommendation**

That the report of the A/General Manager, Corporate Performance Department dated October 10, 2017, be received as information.

- 8.3.2 Environmental Sustainability – Community Engagement Approach [File No. CK. 7830-5 and CP. 7542-006]** 172 - 189

**Recommendation**

1. That the update on the communications and engagement strategies for Waste Diversion and Climate Change be received;
2. That the City enter into an extension of the current agreement with Ion Design Inc. for an additional sum of \$40,000 in accordance with the terms set out in this report;
3. 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 amending Agreement under the Corporate Seal; and

4. That use of Reserves be considered as one of the financial options for any capital investment for the new waste service levels.

**8.3.3 Waste Bylaw Amendments [File No. CK. 7830-1 and PW, 7830-1] 190 - 197**

**Recommendation**

1. That *Bylaw No. 8310, The Waste Bylaw, 2004* be amended as outlined in the report of the A/General Manager, Corporate Performance Department, dated October 10, 2017 to improve education and enforcement opportunities in the community; and
2. That the City Solicitor be requested to prepare the appropriate amendment to *Bylaw No. 8310, The Waste Bylaw, 2004*.

**8.3.4 Wastewater Treatment Plant – Cogeneration System Project [File No. CK. 7800-1, x 1702-1 and WWT. 7990-86] 198 - 202**

**Recommendation**

1. That Capital Project #1247 – WWT – Energy Recovery and Capital Project #2211 – WWT – Electrical Redundancy be cancelled at this time; and
2. That the remaining previous approvals of \$9.745 million from Capital Project #1247 – WWT – Energy Recovery and Capital Project #2211 – WWT – Electrical Redundancy be transferred to Capital Project #2579 – WWT – Digester Tank 4.

**8.3.5 Urban Forestry Cottony Ash Psyllid Response Plan [File No. CK. 4200-4 and PK. 4202-4] 203 - 210**

**Recommendation**

1. That the Capital Project and corresponding funding plan, as outlined in the report of the General Manager, Community Services Department, dated October 10, 2017, be forwarded to City Council for consideration during the 2018 Business Plan and Budget Review; and
2. That the Administration report back regarding status of the 2018 program and funding options for 2019.



- 8.3.6 Update – North Commuter Parkway Bridge – Bridge Naming Engagement Process [File No. CK. 6310-1 x 5615-1 and CP. 0364-185]** 211 - 215

**Recommendation**

That the report of the A/General Manager, Corporate Performance Department dated October 10, 2017, be received as information

- 8.3.7 Special Needs Garbage Collection Service [File No. CK. 7830-3 and PW. 7830-1]** 216 - 229

Letter - Cheryl Loadman, Executive Director, Saskatoon Services for Seniors, dated October 23, 2017 providing comments

**Recommendation**

1. That through the Waste Utility consultation, the Administration engage with relevant stakeholders such as senior and disability services organizations as well as the Saskatoon Accessibility Advisory Committee to address accessibility needs as well as any updates required to the Special Needs Garbage Collection Service; and
2. That the report of the A/General Manager, Corporate Performance Department, dated October 10, 2017 be forwarded to the Saskatoon Accessibility Advisory Committee for information.

**8.4 Standing Policy Committee Transportation**

- 8.4.1 Infill Lane Paving Requirements [File No. CK. 6315-1 and TS. 6000-1]** 230 - 234

**Recommendation**

That whereas infill development continues to lag behind the growth plan and the paving policy is likely to de-incentivize small and medium buildings:

1. That, as part of permanent policy development, further study be done to investigate expanding the density bonus system to incentivize infill development in areas beyond the downtown district;
2. That the Administration report back on the environmental impact of lane-paving as part of its climate change business plan; and

3. That the Administration report back how the above will support the Growth Plan, as it pertains to infill.

**8.4.2 Complete Streets Design and Policy Guide [File No. CK. 6330-1 and TS. 6330-1] 235 - 335**

Attachment 1 is only being provided electronically as it was previously circulated.

**Recommendation**

1. That the Complete Streets Design and Policy Guide be adopted in principle;
2. That the Administration proceed with preparing a Council Policy based on the Complete Streets Design and Policy Guide as provided in the report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017;
3. That the implementation plan be approved; and
4. That the report of the A/General Manager, Transportation and Utilities Department dated October 10, 2017, be forwarded to the Traffic Safety Committee and the Saskatoon Accessibility Advisory Committee for information.

**8.4.3 Saskatoon Transit – Charter Policy [File No. CK. 7300-1 and TR. 7301] 336 - 341**

**Recommendation**

That the Saskatoon Transit Charter Policy and Rates be revised as outlined in the report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017, effective February 1, 2018.

**8.4.4 Award of Contract – Parking Enforcement System Software [File No. CK. 6120-3 and PL. 6120-1] 342 - 347**

**Recommendation**

1. That the City of Saskatoon enter into an agreement with Tannery Creek Systems Inc. for the provision of parking enforcement system software and support services, subject to the terms outlined in the report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017;
2. That the current contract for parking enforcement system

software and support services, being supplied by the Calgary Parking Authority, be extended to December 31, 2017, for purposes of business continuity; and

3. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

## **8.5 Governance and Priorities Committee**

- 8.5.1 Request for Deadline Extension – Recommendations for Appointment – Remail Modern [File No. CK. 175-27]** 348 - 350

### **Recommendation**

That the request from the Remail Modern for a deadline extension for appointment recommendations to November 30, 2017 be granted.

- 8.5.2 2018 Preliminary Business Plan and Budget Deliberations – Meeting Structure and Decision-Making Process [File No. CK. 430-72 x 1700-1]** 351 - 364

### **Recommendation**

That City Council adopt the proposed process for the 2018 Business Plan and Budget Deliberations such that:

1. it integrates City Council's existing decision-making process; and
2. each business line provides a report outlining recommendations for the 2018 Business Plan and Budget Deliberations.

- 8.5.3 Meeting Expenses – Council Communications and Constituency Relations Allowance [File No. CK. 225-1]** 365 - 387

### **Recommendation**

1. That the addition of the following allowable meeting expenses to the Communications and Constituency Relations Allowance Policy (C01-027) be approved:
  1. transportation assistance;
  2. interpretation assistance (translation, transcription,

sign language, etc.); and

3. childcare; and
2. That the Administration report back on the present use, eligibility, and consideration of these expenses in other engagement-related budgets such as those of Council and Advisory Committees, neighbourhood or city-wide engagements and issue-specific engagements; and that the report consider transportation, interpretation, childcare, and 1st voice support among other related engagement supports.

**8.5.4 Deferral Report – Absences and Support for City Councillors [File No. CK. 255-1] 388 - 392**

**Recommendation**

1. That the Administrative report respecting research, best practices, findings and recommendations regarding absences and support for City Councillors be deferred until the first quarter of 2018; and
2. That the matter be referred to SUMA for consideration in discussions with the provincial government, with particular reference to provincial legislation on this issue in Alberta and Quebec.

**8.5.5 Capital Project to Support City Council's 10 Strategic Priority Areas [File No. CK. 116-1 x 1700-1] 393 - 397**

**Recommendation**

1. That a capital project for \$50,000 be created to support the leadership of members of City Council in their assigned priority areas for consideration during the 2018 Business Plan and Budget Deliberations;
2. That the recommended funding for this project be the Reserve for Capital Expenditures; and
3. That the authority to approve the spending requests from this project made by members of Council be delegated to the Governance and Priorities Committee.

**9. REPORTS FROM COMMITTEES AND ADMINISTRATION**

**9.1 Standing Policy Committee on Planning, Development And Community**

## Services

### 9.2 Standing Policy Committee on Finance

### 9.3 Standing Policy Committee on Environment, Utilities And Corporate Services

### 9.4 Standing Policy Committee on Transportation

#### 9.4.1 College Drive Speed Limit [File No. CK. 6320-1 and TS. 6320-1] 398 - 401

##### Recommendation

1. That a speed limit of 80 kph on College Drive, from a point 100 metres east of Preston Avenue to the end of the College Drive and McOrmond Drive interchange, be established; and
2. That the City Solicitor be requested to prepare the appropriate amendment to Bylaw No. 7200, The Traffic Bylaw.

#### 9.4.2 Right-of-Way Temporary Use Fees [File No. CK. 6320-1 and TS. 6320-1] 402 - 420

##### Requests to Speak:

- James Polly, President/CEO, Allan's Landscaping Ltd., dated October 19, 2017

- Keith Moen, North Saskatoon Business Association, dated October 20, 2017

##### Recommendation

1. That the proposed fees for temporary use of the Right-of-Way be approved; and
2. That the City Solicitor be requested to prepare the appropriate bylaw amendment to Bylaw No. 7200, *The Traffic Bylaw*.

### 9.5 Governance and Priorities Committee

#### 9.5.1 2018 Preliminary Business Plan and Budget [File No. CK. 1700-1] 421

##### Recommendation

1. That the meeting agendas for the Standing Policy Committees leading up to City Council's Budget

Deliberations include “2018 Preliminary Business Plan and Budget” as a standing agenda item to allow for discussion and comment; and

2. That the Administration report back on the current tax agreement with the Saskatoon Airport Authority and other potential options, including information on other municipalities.

**9.5.2 Review of The Procedures and Committees Bylaw, 2014 [File No. CK. 255-2]**

422 - 476

**Recommendation**

1. That *The Procedures and Committees Bylaw, 2014* be amended to allow for scheduling of Acknowledgements at specific times and at the Public Hearing Meeting of City Council;
2. That City Council, the Governance and Priorities Committee and the Standing Policy Committees continue to utilize the current rise and report process after each *In Camera* session;
3. That *The Procedures and Committees Bylaw, 2014* be amended to prevent the reintroduction by a member of a matter dealt with by Council or Committee in the previous 12 months (for issues which do not require a rescission motion);
4. That *The Procedures and Committees Bylaw, 2014* be amended such that the Organizational Meeting of City Council take place in September of each year of a Council term with the exception of the year of a general election;
5. That the Leadership Team Governance Subcommittee and the Administration provide ongoing assistance to the Chairs of City Council, the Governance and Priorities Committee and the Standing Policy Committees respecting procedural matters and requirements at meetings;
6. That the Leadership Team Governance Subcommittee provide additional procedural/governance training to members of Council at its next Strategic Planning Session;
7. That the Leadership Team Governance Subcommittee bring back a report outlining options to amend *The Procedures and Committees Bylaw, 2014* to allow for Council to meet in emergency situations during a general

election period and to extend the exemption from meeting (except in emergency situations) to the date of the new City Council's first meeting; and

8. That the information outlined in the body of the report of the Leadership Team Governance Subcommittee dated October 16, 2017 be considered by City Council when making its appointments to the Standing Policy Committees and considered by the Standing Policy Committees conducting annual elections of Chairs and Vice-Chairs; and
9. That the Leadership Team Governance Subcommittee report back within 6 months outlining the rationale, implications and options of triple bottom line reporting for Committee and Council reports, such as through inclusion of Social implications as a report heading.

**9.6 Asset & Financial Management Department**

**9.7 Community Services Department**

**9.8 Corporate Performance Department**

**9.9 Transportation & Utilities Department**

**9.10 Office of the City Clerk**

**9.11 Office of the City Solicitor**

**9.11.1 New Sewer Use Bylaw, Proposed Bylaw Nos. 9466 and 9467 [File No. CK. 7820-3] 477 - 537**

**Recommendation**

That City Council consider Bylaw No. 9466, *The Sewer Use Bylaw, 2017* and Bylaw No. 9467, *The Waste Amendment Bylaw, 2017*.

**9.12 Other Reports**

**9.12.1 Report to City Council from Election Disclosure Complaints Officer Regarding Complaints Lodged Following the 2016 City of Saskatoon Municipal Election [File No. CK. 255-5-1] 538 - 541**

**Recommendation**

That the information be received.

**10. INQUIRIES**

**11. MOTIONS (NOTICE PREVIOUSLY GIVEN)**

**11.1 Councillor C. Block - Property Assessment**

Councillor C. Block provided the following notice of motion at the Regular Business Meeting of City Council held on September 25, 2017.

"Whereas the province's reassessment process has seen wide swings in property assessment contributing to large tax increases in some areas of our city, including but not limited to Nutana, Varsity View, Riversdale and Downtown, therefore be it resolved that His Worship, Mayor Clark, send a letter to SAMA on behalf of City Council to request a two-year reassessment cycle province-wide, and if that isn't possible, to allow the City of Saskatoon to implement a two-year reassessment cycle on its own."

**11.2 Councillor Z. Jeffries - Parking Ticket Review - Incorrect License Plate Recorded**

Councillor J. Jeffries provided the following notice of motion at the Regular Business Meeting of City Council held on September 25, 2017.

"That Administration report back about creating an internal process to review parking tickets issued due to license plate entry typos without asking residents to dispute those tickets in court."

**12. GIVING NOTICE**

**13. URGENT BUSINESS**

**14. IN CAMERA SESSION (OPTIONAL)**

**15. ADJOURNMENT**



**From:** City Council  
**Sent:** October 23, 2017 8:11 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Monday, October 23, 2017 - 08:11  
Submitted by anonymous user: 142.165.205.156  
Submitted values are:

Date: Monday, October 23, 2017  
To: His Worship the Mayor and Members of City Council  
First Name: Donald  
Last Name: Atchison  
Address: 98-602 Cartwright Street  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7T 0G5  
Email: don.atchison@canwestclc.com  
Comments: I will be present for item 8.1.9 on the council agenda I do NOT wish to speak to the item but I will be there to answer questions if it is pulled from the consent agenda. Thank you Donald J. Atchison

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/199827>

## ASSET & FINANCIAL MANAGEMENT

To: His Worship the Mayor and  
Members of City Council

Date: October 23, 2017

Phone:

Our File: AF600-1 x 1815-1

From: Clae Hack  
Acting General Manager

### Re: Civic Conservatory Repair Assessment and Renewal Options

At its October 10, 2017 meeting, the Standing Policy Committee on Environment, Utilities and Corporate Services considered a report from the Acting General Manager, Corporate Performance Department, entitled "Civic Conservatory Repair Assessment and Renewal Options" which outlined the potential next steps regarding the future of the Civic Conservatory.

The report stated that "No Civic Buildings Comprehensive Maintenance (CBCM) Reserve funds nor Corporate Accessibility Implementation funds are currently allocated for this project."

The Committee raised several questions surrounding the CBCM Reserve as a potential funding solution for this project, and the Administration committed to providing an update prior to the October 23, 2017 regular meeting of City Council.

As stated in the Capital Reserve Bylaw (Bylaw No. 6774), the purpose of CBCM is as follows:

### Civic Buildings Comprehensive Maintenance Reserve

#### 19. Purpose

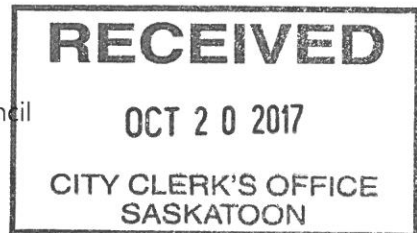
- (1) The purpose of the Civic Buildings Comprehensive Maintenance Reserve is to finance the cost of repairs to those of the City's buildings and structures in respect of which monetary contributions are made to this Reserve.

As seen above, CBCM is designed to fund the repairs and maintenance of civic facilities, therefore, the allocation of CBCM funds to a future Civic Conservatory project depends on the future design and whether an expansion or replacement is undertaken.

Under both scenarios, CBCM would provide some level of funding as a repair and maintenance component would be included, however, as CBCM is not designed for full expansions or replacements, other funding sources such as government funding will need to be identified. The Administration will report back in early 2018 along with further stakeholder consultation and potential funding options for the next steps.

CH:ymb

**From:** City Council  
**Sent:** Friday, October 20, 2017 2:09 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Friday, October 20, 2017 - 02:08  
Submitted by anonymous user: 207.195.120.231  
Submitted values are:

Date: Friday, October 20, 2017  
To: His Worship the Mayor and Members of City Council  
First Name: Peggy  
Last Name: Sarjeant  
Address: 674, University Drive  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7N 0J2  
Email: williampeggy@sasktel.net

Comments:  
Civic Conservatory: Options for renewal  
Mayor and Councillors,

I am delighted to learn that the City is considering restoring and possibly expanding the Civic Conservatory. I was worried that it might have got forgotten in the focus on the Children's Discovery Museum! The Conservatory is a tiny gem - one of the few places in the city that can provide respite during the long winter months – where people can sit and enjoy the greenery, appreciate the variety of plants and be surrounded by the scent of flowers. I think we underestimate the therapeutic value of such a space. Unfortunately, the current conservatory is so tiny that visitors are often almost rubbing shoulders with each other. I would fully support an expansion to double its size. This would enable more seating to be included, something that would be much appreciated, especially by the elderly. Some aspects of the report, however, I find troubling. There does not seem to be a coherent view of what the conservatory should actually be. Is it a place which showcases exotic and non-winter-hardy plants or is it a place that demonstrates how to make compost? It cannot do both. There simply would not be enough room. Also, we need to be careful that introducing other functions does not negatively affect the prime function of any conservatory – that of providing a place for growing and showing plants, which cannot be grown outside in Saskatchewan. A large portion of the report is devoted to “programming”, much of which is aimed at children. I fail to see the need to “animate” this space. Cannot the plants speak for themselves? Cannot visitors, even small people, just walk around and admire the flowers? If activities need to be introduced, then we should be looking at activities that have the least impact on the ambience of the space. We should also recognize the value of the conservatory as a place of relaxation, a sanctuary where people of all ages – children included – can unwind after a visit to the Children's Museum or the playground. I even envision a quiet spot in the conservatory where small yoga or meditation classes take place. In conclusion, I fully support the expansion of the current conservatory and ask you to carefully consider its prime function. I believe this is the only public winter green space in the city. Please do not dilute its value as a place of respite and relaxation.

Yours truly,  
Peggy Sarjeant.

The results of this submission may be viewed at:

7830-1

**From:** Cheryl Loadman <ed.saskatoonservices4seniors@sasktel.net>  
**Sent:** October 23, 2017 9:41 AM  
**To:** Web E-mail - City Clerks  
**Subject:** Letter to city council  
**Attachments:** LT - Mayor and Council Garbage Pick Up.pdf



**RE: Special Needs Garbage Collection Service (File No. CK. 7830-1)**

Attached is a letter regarding the aforementioned topic, to be discussed at today's council meeting.

Cheryl Loadman  
Executive Director  
Saskatoon Services for Seniors  
103 115 19<sup>th</sup> Street East  
Saskatoon Sask S7K 7Y8  
306-668-2763  
306-668-2764 direct

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

Charitable Business Number: 89534 9033 RR0001

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We understand – you get a lot of emails and may not want to get any more from us. We'll be sad to see you go, but you can stop future emails of this nature by replying to this email asking us to take you off of our list. **Your privacy is important to us.** Your personal information will not be shared, collected or disseminated by this office. This message is directed in confidence solely to the person named above, and may not otherwise be distributed, copied or disclosed

7830-1



Mayor and Council  
City of Saskatoon  
205 4<sup>th</sup> Avenue North  
Saskatoon Sask  
S7K 5J5

Dear Mayor and Council;

**Re: Special Needs Garbage Collection Service (File No. CK. 7830-1)**

Thank you for the opportunity to address City Council on **Special Needs Garbage Collection Service (File No. CK. 7830-1)**. Unfortunately I am unable to attend the City Council meeting on October 23, 2017 to raise this matter directly. The comments contained in this letter highlight the ongoing thoughts and views of Saskatoon Services for Seniors.

By way of introduction to our interest in this matter, Saskatoon Services for Seniors (SSFS) is a registered charity, non-profit social enterprise whose mission is to provide home-based services to seniors, persons with failing health and physically challenged/disabled individuals, that maximizes safety and independent living for as long as possible. A primary SSFS service focus is on Saskatoon's lower and low-income individuals in hopes of alleviating the impact of pension challenges and poverty on them.

SSFS's reach is also wider and deeper, as our agency's second mandate is to support employment of underemployed individuals including women coming out of corrections and new Canadians -- we marry service demand with those needing work. As a social enterprise we are not a typical not for profit in that we are striving to become sustainable without government funding.

SSFS attended and spoke at the October 10, 2017 meeting of the Standing Policy Committee on Environment, Utilities & Corporate Services. We support the outcome of that meeting embodied in the Committee recommendation and we look forward to the resulting future engagement in discussions on **Special Needs Garbage Collection Service** through the Waste Utility consultation process. For Council's information, SSFS highlighted to the Committee two issues of utmost importance to our organization:

1. SSFS is requesting the continuation of the existing special needs garbage collection service AND we request the removal of existing restrictions limiting the number of Saskatoon citizens who can receive special help/supports for rolling out garbage bins. Saskatoon citizens who are elderly, disabled or physically unable must have access to publicly provided, tax payer funded waste removal services regardless of their ability to manage the roll-out garbage bins.

.../2

Tearing down barriers to inclusion for seniors and disabled is essential in creating an age and disability friendly community. SSFS believes that waste removal services are one of the fundamentals of remaining successfully independent in our community. Simply, waste removal service is an integral component of independence and dignity.

There are solutions to concerns of program abuse and eligibility of citizens. Bi-annual medical certification that the household is deemed unable to carry their garbage/recyclables to the curb, along with a declaration signed indicating that there is no able-bodied persons living in the property, are simple methods to qualify individuals for this service.

A review of the policies and practices of cities across Canada indicates that the majority provide a waste collection service that mirror the aforementioned suggestion both in access to the program and means to test eligibility.

2. SSFS is also requesting an opportunity to meet with the Public Works Department to explore alternative service delivery arrangements. Alternative waste removal service delivery is a means of:
  - addressing the cost challenges attached to City delivery of continuing and expanding **Special Needs Garbage Collection Service**
  - providing employment opportunities to underemployed populations

SSFS suggests that consultations with the City's public sector union may alleviate union job loss concerns.

SSFS notes that the November 30, 2015 consultations on the issue of **Special Needs Garbage Collection Service** did not fully consider the provision of services by organizations such as SSFS or other social enterprises in Saskatoon. Circumstances in the social enterprise environment have also changed rapidly since the 2015 report, with the emergence of procurement or service provision possibilities through one or a partnership of a number of local social enterprise organizations.

SSFS, with an average of 14 employees and \$200+K in revenue from client services, is in a position to respond to such procurement opportunities. We are also open to partnerships with other social enterprises in an effort to create a success based outcome for our clients (the groups most impacted) and underemployed individuals. Exploratory conversations with the Public Works division will enable a better understanding of the potential for this business opportunity.

A review of the policies and practices of cities across Canada indicates that a small number of waste collection services are delivered by alternative community providers.

SSFS respectfully thanks City Council for the opportunity to present our position. We also look forward to our involvement in further discussions and Council's consideration of a positive resolution to **Special Needs Garbage Collection Service** that addresses the points raised by SSFS.

Sincerely,

A handwritten signature in black ink, appearing to be 'C. Loadman', with a long horizontal line extending to the right.

Cheryl Loadman  
Executive Director

6320-1

**From:** Jessa Mae Tandoc <jessa@allans.blue>  
**Sent:** October 19, 2017 12:01 PM  
**To:** Web E-mail - City Clerks  
**Subject:** Speak to Council Oct 23 1PM



To whom it may concern,

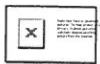
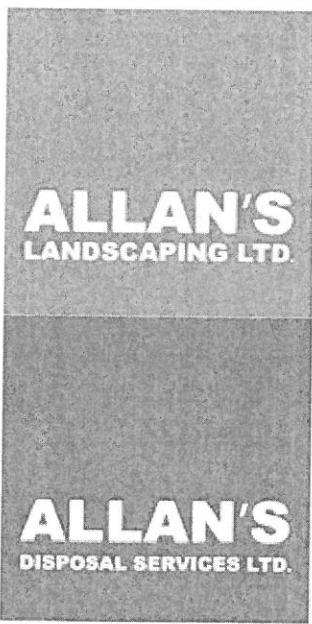
This is in regards with the event this coming Monday, October 23, 2017 at City Council Chamber 1:00pm. I, James Polley would want to speak again for the considered matter October 10, Transportation and Utilities event.

Mailing address is 777-60<sup>th</sup> Street West Site 413 P.O Box 608 RR4 Saskatoon, Sk S7K 3J7

Have a great day!

Thank you so much,

James J. Polley  
President/CEO  
Allan's Landscaping Ltd.  
Allan's Disposal Services Ltd.  
Phone: 306-931-2604 Fax: 306-933-0473  
Email: allans@sasktel.net



Virus-free. [www.avast.com](http://www.avast.com)



6320-1

**From:** City Council  
**Sent:** Friday, October 20, 2017 3:35 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Friday, October 20, 2017 - 15:34  
Submitted by anonymous user: 204.83.204.174  
Submitted values are:

Date: Friday, October 20, 2017  
To: His Worship the Mayor and Members of City Council  
First Name: Keith  
Last Name: Moen  
Address: 9-1724 Quebec Ave  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7K 1V9  
Email: keith.moen@nsbasask.com  
Comments:  
Hello,

I would like to request to speak to item 9.4.2, Right-of-Way Temporary Use Fees [File No. CK. 6320-1 and TS. 6320-1] at Monday's Council meeting.

Thanks,

Keith

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/199711>



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

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### **Naming Advisory Committee Report – Third Quarter 2017**

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

That the request to rename a portion of Victoria Park 'Reconciliation Circle' be approved.

#### **History**

At the October 2, 2017 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department dated September 14, 2017 was considered, along with recommendations of the Naming Advisory Committee.

Your Committee was advised that after consideration of the naming policy and its guidelines and consultation with Administration, the Naming Advisory Committee recommended to your Committee that the names 'Peacock' and 'Prasad' be added to the Names Master List (Unassigned). This has been approved by your Committee.

Your Committee was also advised that the Naming Advisory Committee has referred the 'Crockcroft' submission back to the applicant for further information.

Further to this, your Committee is forwarding this report to City Council for approval of a renaming request to rename a portion of Victoria Park 'Reconciliation Circle'.

#### **Attachment**

September 16, 2017 Report of the General Manager, Community Services Department

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## Naming Advisory Committee Report – Third Quarter 2017

### Recommendation

That the Naming Advisory Committee issue direction with respect to the naming submissions contained within this report.

### Topic and Purpose

The purpose of this report is to consider naming requests to ensure they meet City Council guidelines, as set out in Naming of Civic Property and Development Areas Policy No. C09-008.

### Report Highlights

1. The following naming submissions require screening: Cockcroft, Peacock, and Prasad.
2. A request to name a portion of Victoria Park as Reconciliation Circle has been clarified, and further information is provided.

### Strategic Goal

Under the City of Saskatoon's (City) Strategic Goal of Quality of Life, this report supports the recognition of our built, natural, and cultural heritage. The naming of civic facilities, streets, and parks celebrates the history, environment, and outstanding contributions of our diverse community.

### Background

According to Naming of Civic Property and Development Areas Policy No. C09-008 (Naming Policy), all names proposed for the Names Master List will be screened by the Naming Advisory Committee and meet City Council's guidelines for name selection. All requests for naming of roadways from the Names Master List will be selected or endorsed by His Worship the Mayor. Name suffixes are circulated through the Administration for technical review.

At the May 18, 2017 meeting of the Naming Advisory Committee, a request was made to rename Victoria Park, or a portion thereof, to Reconciliation Park. At that time, the committee moved that further information be provided to consider a possible naming of a portion of Victoria Park.

### Report

#### Naming Requests

The following naming requests have been received and require screening:

1. "Cockcroft" – Dr. Don Cockcroft, a professor and retired practitioner, is best known for his research in respiratory health. He has published over 300 papers, review articles, and chapters, combined, and he is one of the most widely quoted authorities on asthma in the world. He is a former board member of the Lung Association of Saskatchewan and received the

## Naming Advisory Committee Report – Third Quarter 2017

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2006 Saskatchewan Health Research Foundation Achievement Award for Clinical Research. Beyond his medical career, he is also known for his gardening and growing of lilies. For this reason, a preference is requested for a park name. The full submission is included as Attachment 1.

2. “Peacock” – Dr. George Peacock was very active in both the community of his profession, dentistry, and his community generally. He was a member of numerous boards for his profession, sports, and community volunteer organizations. He received a Distinguished Service Award as well as an Honourary Membership in the Canadian Dental Association. The full submission is included as Attachment 2.
3. “Prasad” – Dr. Kailash Prasad’s medical career has spanned from researching the medical uses of flaxseed through to the mechanisms and detection of heart disease. His research on flaxseed and heart disease now improves the prevention and early detection of heart disease, diabetes, hypertension, and other conditions. Despite retiring in 1997, Dr. Prasad has continued to do research, train graduate students, mentor clinical researchers, and teach at the University of Saskatchewan. The full submission is included as Attachment 3.

These three submissions fall under guideline 3.3 a) i) of the Naming Policy recognizing “a person who has achieved a deed or activity performed in an outstanding professional manner or of an uncommonly high standard that brings considerable benefit to the City of Saskatoon, Province of Saskatchewan, or Canada.”

### Reconciliation Circle Amenity Naming within Victoria Park

The Naming Advisory Committee has requested further information on a previous request to rename Victoria Park, or a portion thereof, in recognition of The Truth and Reconciliation Commission of Canada. The applicant has provided a preferred boundary of an area within the park to include the “Where Our Paths Cross” Commemorative Artwork, to be constructed in the spring of 2018, and an area regularly used for community gathering space, including the Rock your Roots Walk for Reconciliation. The area requested to be named “Reconciliation Circle” is included as Attachment 4. A letter of support for this naming, signed by individuals and organizations, is included as Attachment 5. This naming opportunity could be incorporated into a plaque on site with the new art installation.

The Recreation and Community Development Division was consulted and has no concerns with this proposal.

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

Stakeholders and members of the public are invited to make a short presentation to the Naming Advisory Committee in support of their naming submissions.

## **Naming Advisory Committee Report – Third Quarter 2017**

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### **Policy Implications**

The screening of requests and suggestions for naming or renaming of municipally-owned or controlled facilities, streets, suburban development areas, neighbourhoods, and parks must be in compliance with the Naming Policy.

### **Financial Implications**

Signage requirements and costs for naming of Reconciliation Circle have yet to be determined. One option will be to include the naming on a plaque on site with the new art installation.

### **Other Considerations/Implications**

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

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

No follow-up is required.

### **Public Notice**

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

### **Attachments**

1. Original Submission – Cockcroft
2. Original Submission – Peacock
3. Original Submission – Prasad
4. Proposed Location for Reconciliation Circle
5. Letter of Support for Reconciliation Circle

### **Report Approval**

Written by: Daniel McLaren, Planner, Planning and Development

Reviewed by: Lesley Anderson, Director of Planning and Development

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

S/Reports/2017/PD/NAC – Naming Advisory Committee Report – Third Quarter 2017/lc/df

# Original Submission - Cockcroft

## the PROCESS

### General Name Request

**Suggestion**  
Submit Application Form to Planning & Development Branch to request that a name be added to the Names Master List.

**Screening**  
Naming Advisory Committee reviews naming request in accordance with Council guidelines.

**Recommendations**  
Naming Advisory Committee recommends to City Council the support or non-support for adding the name to the Names Master List.

**Approval**  
City Council approves or rejects adding names to the Names Master List.

**Requests**  
Requests to assign a name from the Names Master List are made to Planning & Development Branch by Developers, Land Branch, or other Civic Departments.

**Selection**  
Requests to assign a name from the Names Master List are forwarded to the Mayor's Office who selects a name from the Names Master List.

**Notification**  
The Mayor notifies applicant and affected others that the name has been selected for use.

### Specific Naming Request

**Screening**  
Naming Advisory Committee reviews re-naming request in accordance with Council guidelines.

**Recommendations**  
Naming Advisory Committee recommends to City Council the support or non-support for the naming request.

**Approval**  
City Council approves or rejects naming request.

**Notification**  
The Mayor notifies applicant and affected others of City Council's decision.

### Re-Naming Request

**Consult**  
The applicant is required to consult property owners affected by the proposed re-naming. Please contact the Planning & Development Branch to determine the consultation requirements.

**Suggestion**  
Submit Application Form to Planning & Development Branch to re-name a specific municipally-owned property. Include written comments from affected property owners.

**Comments**  
Planning & Development Branch contacts all affected civic departments, community associations, property owners, etc. to gather comments and estimate costs.

**Screening**  
Naming Advisory Committee reviews re-naming request in accordance with Council guidelines.

**Recommendations**  
Naming Advisory Committee recommends to City Council the support or non-support for the re-naming request.

**Approval**  
City Council approves or rejects re-naming request.

**Notification**  
The Mayor notifies applicant and affected others of City Council's decision.

### APPLICATION FORM To Name Streets, Parks & Civic Properties

Please complete the attached application form for all new name submissions and requests for re-naming a street, park, or other civic properties.

Name: GLEN P. WALTER

Address: BOX 521

City/Town: VANSCOY Province: SK Postal Code: S0L 3J0

Phone: 306-493-2575 E-mail: FOSTER@UJES10.LIVE.COM

New Name Submission  Re-naming Request

Requested Name(s) (please print)  
DR. DON COCKCRAFT OR COCKCROFT STREET

Requested Use of Name

Street  Park  Municipal Facility  
 Neighbourhood  Other  Any of the Above  
 Suburban Development Areas

If this is a request for re-naming an existing location, please indicate the current name:

---

PLEASE INCLUDE THE FOLLOWING INFORMATION AS PART OF YOUR APPLICATION  
(Indicate which items are attached to the application form)

- Background Information (Reason for request)
- Short Biography (Given name, date of birth/death, place of birth, contributions, awards, achievements, or other relevant information)

Do you wish to speak to the Naming Advisory Committee?  YES  NO

Please send the completed application form to:  
 City of Saskatoon Naming Advisory Committee  
 Community Services Department, Planning & Development Branch  
 222-3rd Avenue North  
 Saskatoon, SK  
 S7K 0J5

UNLESS  
THEY REQUEST



Glen P. Walter  
 Box 521  
 Vanscoy, Sk.  
 S0L 3J0

## Dr. Don Cockcroft DOB: May 27<sup>th</sup>1946- Present

I recently notice the new neighborhoods of Evergreen and Britton have names of Saskatoon's health professionals. I feel there has been one been missed or overlooked. A man who contributed to Saskatoon and the Province for his professionalism in the health field of Respiratory Medicine.

[Dr. Don Cockcroft {Cocroft}](#)

He just retired from the field of medicine, but he still teaching and inspiring and mentoring up and coming future doctors by still working in the College of medicine helping to educate future generations.

His Achievements and milestones are too long to mention all here. I highlight on some here.

Dr. Cockcroft is one of the world's most foremost authority's on Asthma and is much demanded speaker on Respiratory medicine.

He is most well known in the medical field for his design of a formula that has been used around the world and taught in medical schools. The formula is called **Cockcroft- Gault Formula**.

This has been in use for 40 years for developing a Kidney Serum Formula for Renal patients.

He has 14,000 publications citing his work. On his research in Asthma diagnosis in Saskatchewan, Canada and World Wide.

He served or founded several boards.

Served on the Board of the Lung Association Committee.

He was the key person in developing The Division of Respiratory Critical Care, Sleep Medicine and Institute of Agricultural Rural and Enviromental Health. [Yes a mouthful]

He has obtained millions in research funding for the UofS through grants.

He help to establish a Health Research and Mentoring for Young Researchers.

He has received the Saskatchewan Health Research Foundation Achievement Award for his Clinical Research.

The list goes on and on about his achievements. Anyone can find all this and more about him online or even talk to fellow doctors that have worked with him at the Royal University Hospital for nearly 40 years.

Not only is he known for his medical field. But for his green thumb at growing Lily's and showing his amazing yard and flowering skills to several other gardners of botanical plants in Saskatoon.

Other may remember him for his Ice Castles he builds every year on his front lawn for Christmas. He started this for his son and still does this every year still today for nearly 20 years.

His other skills are his penchant for making gourmet meals for guests that are welcomed to his home. He also has a big love to the Saskatchewan Roughriders and listens on headphones on their Sunday games, while trying to be a host to his guests.

His penchant to walk everywhere than drive. No matter the weather good or bad. You can always see him walking in his Tilly Hat and hands clasped behind his back like a mad scientist focused on his task.

Or his wearing of colorful neckties for the different occasions of the year always brought a smile to his patients and fellow co-workers and family

The new neighbors may have the names picked already for streets. I recommend more a park named in his honour. It is a twist that he is a respiratory and asthma doctor and grows plants that may afflict his clients. Maybe this park could grow lily's also in his honour.

Yours Sincerely Glen P Walter

Box 521  
Vanscoy, Sask.  
S0L 3J0  
306-493-2575

A handwritten signature in black ink, appearing to read "Glen P. Walter". The signature is fluid and cursive, with a large initial "G" and a long, sweeping tail.



**General Name Request**

**Suggestion**  
Submit Application Form to Planning & Development Branch to request that a name be added to the Names Master List.

**Screening**  
Naming Advisory Committee reviews naming request in accordance with Council guidelines.

**Recommendations**  
Naming Advisory Committee recommends to City Council the support or non-support for adding the name to the Names Master List.

**Approval**  
City Council approves or rejects adding names to the Names Master List.

**Requests**  
Requests to assign a name from the Names Master List are made to Planning & Development Branch by Developers, Land Branch, or other Civic Departments

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**Notification**  
The Mayor notifies applicant and affected others that the name has been selected for use.



**Specific Naming Request**

**Screening**  
Naming Advisory Committee reviews naming request in accordance with Council guidelines.

**Recommendations**  
Naming Advisory Committee recommends to City Council the support or non-support for the naming request.

**Approval**  
City Council approves or rejects naming request.

**Notification**  
The Mayor notifies applicant and affected others of City Council's decision.

**Re-Naming Request**

**Consult**  
The applicant is required to consult property owners affected by the proposed re-naming. Please contact the Planning & Development Branch to determine the consultation requirements.

**Suggestion**  
Submit Application Form to Planning & Development Branch to re-name a specific municipally-owned property. Include written comments from affected property owners.

**Comments**  
Planning & Development Branch contacts all affected civic departments, community associations, property owners, etc. to gather comments and estimate costs.

**Screening**  
Naming Advisory Committee reviews re-naming request in accordance with Council guidelines.

**Recommendations**  
Naming Advisory Committee recommends to City Council the support or non-support for the re-naming request.

**Approval**  
City Council approves or rejects re-naming request.

**Notification**  
The Mayor notifies applicant and affected others of City Council's decision.

**APPLICATION FORM  
To Name Streets, Parks & Civic Properties**

Please complete the attached application form for all new name submissions and requests for re-naming a street, park, or other civic properties

Name: BRENT PEACOCK  
Address: BOX 405 110 6th St.  
City/Town: HAGUE Province: SK Postal Code: S0K1X0  
Phone: 306-227-9899 E-mail: dad2faith@hotmail.com  
 New Name Submission  Re-naming Request

Requested Name(s) (please print)  
DR. PEACOCK or DR. G.H. PEACOCK or PEACOCK

Requested Use of Name  
 Street  Park  Municipal Facility  
 Neighbourhood  Other  Any of the Above  
 Suburban Development Areas

If this is a request for re-naming an existing location, please indicate the current name:

PLEASE INCLUDE THE FOLLOWING INFORMATION AS PART OF YOUR APPLICATION  
(Indicate which items are attached to the application form)

1. Background Information (Reason for request)
2. Short Biography (Given name, date of birth/death, place of birth, contributions, awards, achievements, or other relevant information)

Do you wish to speak to the Naming Advisory Committee?  YES  NO

Please send the completed application form to:  
City of Saskatoon Naming Advisory Committee  
Community Services Department, Planning & Development Branch  
222-3rd Avenue North  
Saskatoon, SK  
S7K 0J5

I would like to nominate my Father's name, Dr. George Peacock, to the future naming of a Street, Park, Neighbourhood, Facility, or Development Area as decided by the City of Saskatoon.

Dr. George H. Peacock was a very well respected Mentor, Educator, Member of the Community, and was an integral part of the City of Saskatoon. He was born on July 9, 1938 in Ontario, and passed away in Saskatoon on November 30, 2011. His list of achievements and awards seem endless but here are a few of his Career and Volunteer accomplishments as they relate to Saskatoon, a City he lived in and loved for over 50 years:

- He was a Past President of the Kinsmen Club of Saskatoon.
- He was a Past Member and Chairperson of the St. Paul's Hospital Foundation Board.
- He was a Past Member of the of St. Paul's Hospital Board of Directors.
- He was a Past Chairman and Member of the Saskatchewan Institute on Prevention of Handicaps.
- He was a Life Member and Past President of the Saskatoon Hilltops Football Club.
- He was a Member of the Saskatchewan Sports Hall of Fame.
- He was a Life Member and Past President of the Saskatoon Dental Society and the Western Canada Dental Society
- He was a Life Member and Past President of the College of Dental Surgeons of Saskatchewan.
- He chaired and served on several committees of the Canadian Dental Association, receiving a Distinguished Service Award and a Honorary Membership in that Association, the highest award it may extend to its membership.
- He was a Master Fellow and Past President of the International College of Dentists (Canada), a Fellow of the American College of Dentists, a Fellow of the Pierre Fauchard Academy, a Fellow of the American International College of Dentists and an Honourary Fellow of the Royal College of Dentists of Canada.
- He was associated with the College of Dentistry at the University of Saskatchewan while lecturing to students for over 25 years.
- He served as a Member of the Senate of the University of Saskatchewan.
- He was a Past President of the Saskatchewan Society of Clinical Hypnosis.
- He was an Honourary Member of both the Saskatchewan Dental Assistants and Saskatchewan Dental Hygienists Associations.

Please do not hesitate to contact me if you have any questions, or need further clarification.

Thank you for your consideration.

  
Brent Peacock

306-227-9899 [dad2faith@hotmail.com](mailto:dad2faith@hotmail.com)

# Original Submission - Prasad

## APPLICATION FORM To Name Streets, Parks & Civic Properties

Please complete the attached application form for all new name submissions and requests for re-naming a street, park, or other civic properties.

Name: A. MABOOD QURESHI

Address: Pathology and Laboratory Medicine, College of Medicine, Univ. of Saskatchewan / Saskatoon Health Region, Royal University Hospital, 103 Hospital Drive

City/Town: SASKATOON Province: SK Postal Code: S7N 0W8

Phone: 306-655-6949 E-mail: mabood.queshi@saskatoonhealthregion.ca

New Name Submission  Re-naming Request

Requested Name(s) (please print):  
DR. KAILASH PRASAD

Requested Use of Name:

Street  Park  Municipal Facility  
 Neighbourhood  Other  Any of the Above  
 Suburban Development Area

If this is a request for re-naming an existing location, please indicate the current name:

**PLEASE INCLUDE THE FOLLOWING INFORMATION AS PART OF YOUR APPLICATION**  
(indicate which items are attached to the application form)

- 1 Background Information (Reason for request)
- 2 Short Biography (Given name, date of birth/death, place of birth, contributions, awards, achievements, or other relevant information)

Do you wish to speak to the Naming Advisory Committee?  YES  NO

Please send the completed application form to:  
 City of Saskatoon Naming Advisory Committee  
 Community Services Department: Planning & Development Branch  
 222-3rd Avenue North  
 Saskatoon, SK  
 S7K 0J5

## BACKGROUND INFORMATION

*Dr, Kailash Prasad has made outstanding contribution to the city of Saskatoon, province of Saskatchewan, Canada and internationally in two ways. Outstanding professional achievements, and exceptional dedication to service.*

***A. Outstanding Professional Achievements that brings considerable benefits to the city of Saskatoon, province of Saskatchewan, Canada, and Internationally***

### **1.MEDICAL USES OF FLAXSEED AND ITS COMPONENTS**

Dr. Prasad have been doing the research on the flaxseed and its components from the last 26 yrs .This discovery stated in 1990 when a farmer came to him to enquire if he can find out how flaxseed intake cured his benign prostatic hypertrophy ( prostate enlargement) . Dr. Prasad mentioned to him that he does not do research in prostatic disease but he does research in heart and blood vessel disease. The gentleman from the farmer community , next day brought him a big bag of flaxseed for research. His research showed that flaxseed lowered the blood bad cholesterol and reduced the development of hardening of the artery ( atherosclerosis). He got very much interested in finding out three things: 1. what is the active ingredients?; 2. What are the effects of flaxseed and its active ingredient? ;and 3. what types of diseases can be prevented/ treated with flaxseed and its components? These questions were new. Firstly he tried to find out the active components. Flaxseed contains 35% of its mass as oil, of which 55% is alpha linolenic acid (Omega-3 fatty acid) and 15% is linoleic acid. Flaxseed is rich source of omega-3 fatty acids and the richest source of plant lignans. Lignan ,the active ingredient of flaxseed is called secoisolariciresinol diglucoside ( SDG) was isolated from flax meal which is devoid of oil. SDG content of flaxseed varies from 0.6 to 1.8gram/ 100gram.

**a. Pharmacological activities: He was the first to discover the following pharmacological activities of flaxseed and its components**

**I. Antioxidant activities:** Flaxseed and its components have antioxidant activity and is due to SDG content of flaxseed. Antioxidant activity of is 1.25 times more than that of vitamin E. Metabolites of SDG have greater antioxidant activity than SDG. Flaxseed reduces the generation of oxygen radicals ( toxic metabolites of oxygen) from white blood cells. Oxygen radicals cause many types of diseases. Reduction in the levels of oxygen radicals by flaxseed and its components will prevent the development of oxygen radical-induced diseases.

**II. Cholesterol lowering activity:**

Flaxseed and its components reduce bad cholesterol ( total cholesterol, LDL-cholesterol, triglycerides) and raise good cholesterol( HDL-cholesterol) in the blood.Bad cholesterol is involved in the development of atherosclerosis( thickening of the arterial wall and reduction of lumen of the artery and hence reduction in blood flow to the artery causing heart attack and chest pain, stroke and pain in the leg(intermittent claudication). Good cholesterol reduces the development of atherosclerosis and hence prevent the development of heart attack, stroke intermittent claudication. Flaxseed oil did not affect serum cholesterol.

**III. Blood pressure lowering activity:**

SDG ,the active component of flaxseed lowers the blood pressures through stimulating guanylate cyclase and by inhibiting angiotensin converting enzyme. This effect of flaxseed component will be useful in the treatment hypertension( high blood pressures).

#### IV. Blood glucose lowering activity:

Dr. Prasad has reported that SDG lowers blood glucose through suppression of PEPCK enzyme. This effect of flaxseed will be helpful in the prevention/treatment of type 1 and type 2 diabetes. Flax oil does not affect serum lipid and glucose.

#### V. Antiinflammatory effects of flaxseed and its components:

Flaxseed components have anti-inflammatory effects. This effect would have antiatherosclerotic effects because inflammation takes part in the development of atherosclerosis

#### VI. Toxicity of flaxseed and its components:

Dr. Prasad has reported that flaxseed and its components does not have deleterious effects on liver, kidney and blood cells.

#### b.. Prevention/treatment of diseases with flaxseed and its components:

##### I. Atherosclerosis:

- i. Suppression of atherosclerosis: Suppression of atherosclerosis is prevention of development of atherosclerosis in individuals with risk factors for development of atherosclerosis. Both flaxseed that has omega-3 fatty acids and that has no omega-3 fatty acid prevented the development atherosclerosis by 46% and 69% respectively. SDG prevented the development of atherosclerosis by 73% and this effect was associated with reduction in bad cholesterol and the levels oxygen radicals and an increase in the levels of good cholesterol. Flax lignin complex prevented the development of atherosclerosis by 34% and this effect was associated with reduction in blood levels of bad cholesterol and oxygen radicals, and increase in the blood levels of good cholesterol. Flaxseed oil did not prevent the development of atherosclerosis.
- ii. Slowing of progression of atherosclerosis: In subjects who already have atherosclerosis , the potential benefits of flaxseed and its components or any drug would be if they slow the progression of atherosclerosis and/or regress the already developed atherosclerosis. Dr. Prasad has shown that flax lignin complex slows the progression of atherosclerosis by 31% and this associated with its antioxidant activity. Sdg slows the progression of atherosclerosis.
- iii. Regression of Atherosclerosis. Regression of atherosclerosis means that the drug reduces the already developed atherosclerosis. SDG and flax lignin complex regressed atherosclerosis.

##### II .Hypertension:

Dr. Prasad reported that SDG is a very long acting blood pressure lowering agent and this effect is mediated through guanylate cyclase enzyme and through inhibiting angiotensin converting enzyme (ACE). Other ACE inhibitors are in the market for the treatment hypertension.

##### III. Angiogenesis( formation of new blood vessels) in the heart:

Heart attacks occurs when the blood blood vessels of the heart is narrowed or blocked. Any drug which can regenerate new blood vessels would protect the heart from damage. We have shown that SDG compound generated m new blood vessels in the heart and

hence protected the heart from injury after blockage of the arteries of the heart. We have also shown that SDG reduces the remodeling of heart after the heart attack.

#### IV. Diabetes :

Incidence of diabetes is very high in Saskatchewan and Canada, and worldwide. It is very high, especially in aboriginal people in Canada. The complications of diabetes include, heart disease (heart attack, chest pain), stroke, neuropathy (nerve damage), nephropathy (kidney damage), retinopathy (eye damage), and foot damage (foot ulcer, amputation). Oxygen radicals have been implicated in the development of diabetes. Dr. Prasad investigated the effects of SDG (flaxseed component) on type 1 and type 2 diabetes. He showed that SDG treatment prevented the development of type 1 diabetes by 75% and this effect was associated with reduction in the oxygen radicals. SDG prevents the development of type 2 diabetes by 73-75% and delays the development of diabetes.

#### Outcome of studies on flaxseed and its components:

##### A. Benefits :

Flaxseed and its components would be of value in (as)

- a. the prevention, slowing of progression and regression of atherosclerosis, heart attack, stroke and peripheral vascular diseases.
- b. Prevention and treatment of hypertension (high blood pressures).
- c. Prevention and treatment diabetes. The use of flaxseed and its compounds in families with a history of diabetes would prevent the development of diabetes and its complications. It will be of great value for the prevention of diabetes in First Nation people where diabetes is very rampant.
- d. lowering bad cholesterol and raising good cholesterol.
- e. an antioxidant like vitamin, ETC.

B. Patents: Dr. Prasad was granted EIGHT PATENTS (5 USA and 4 Canadian patents) for his work on the medical uses of flaxseed and its components.

C. FDA (Food and Drug Administration) of USA and Health Canada (Canada's Natural Health Products Directorate) Approval:

FDA and Health Canada have approved BeneFlax<sup>R</sup> (Flax Lignin Complex compound) as sole therapeutic, nutraceuticals or adjuvant therapy for hypercholesterolemia, atherosclerosis, heart disease, stroke, hypertension, and diabetes and as an antioxidant in 2007.

D. Commercialization and Royalty:

Archer Daniel Midland (ADM) has signed a contract to produce and market the the products as nutraceuticals and pharmaceuticals. FDA approval was granted in 2006 and ADM launched marketing in 2007. The royalty was paid to the University of Saskatchewan and the discoverer (Dr. Prasad).

#### SIGFICANCE OF THIS STUDY

This new discovery has three benefits: Patient health, social impact and economic impact.

- A. **Patients health:** The use of flaxseed and its components would improve the health of patient by preventing the development of certain diseases and slowing the progression and regressing the disease.
  - B. **Social impact:** The morbidity and mortality associated with the heart disease, stroke, hypertension, and diabetes their complications will be reduced/ prevented. This will reduce the burden of illness to the society, and the overall health care costs, and permit these individuals to return to work place and be productive members of the society.
  - C. **Economic impact:** The economic impact is very high. Firstly, the demand of flaxseed and its components will increase which will require an increase in flaxseed production and hence an increase in employment in rural areas of flax growing provinces like Saskatchewan, Alberta and Manitoba, and help the economy.. This will bring value-added economic benefits to the flax growers of Canada and improve the rural economy. Secondly, prevention and cure of these diseases with flaxseed and its components will markedly reduce the health care costs, social and economic burden to society.
- 2. PHASE INVARIANT SIGNATURE ALGORITHM FOR EARLY DETECTION, LOCALIZATION AND QUANTIFICATION OF ISCHEMIC HEART DISEASE**

Ischemic heart disease is due to blockage of the artery supplying the heart. Ischemic heart disease results in chest pain, heart attack and heart failure. When individual gets chest pain, it already too late. I wanted to develop an equipment which could detect ischemic heart disease much earlier than common electrocardiogram (ECG). Normal ECG is recorded at 60 cycles. There are lots of information available when recorded at very high frequency. In collaboration with an engineer, a machine called Phase Invariant Signature Algorithm (PISA) was developed. This concept uses high frequency electrocardiogram (5-12 kilohertz). The graphic representation of the characteristic properties of cardiac system processed by PISA is called PISA signature and is straight line in healthy heart. Any ischemic or infection gives spikes locked to particular phase of ECG. Healthy heart has phase-invariant signature but diseased heart has variant signature. This machine can detect ischemic heart disease much earlier than normal ECG, biochemical markers and histology. I went to Wadsworth Medical center, UCLA for one year on sabbatical leave to test this machine in patients with ischemic heart disease. I tested this machine on more than 100 patients. This is a noninvasive method for detection of ischemic heart disease at a very early stage, quantification and localization of ischemic heart disease. This concept has been tried in USA and Sweden

**We published – papers. We obtained Canadian Copyright( 302414/321) in early nineteen eighty. The concept was licensed to a company in USA. This device will allow the physicians to detect the ischemic heart disease much earlier – early enough to start treatment before the condition worsened. It will save the life and prevent complications and related**

**misery. It will reduce the health care cost reduce the socio-economic cost. locally , nationally and worldwide.**

### **3. sRAGE, A PREDICTOR OF RESTENOSIS FOLLOWING IMPLANTATION OF STENT IN THE BLOCKED CORONARY ARTERY**

Chest pain and heart attack (ischemic heart disease) is due to narrowing and/or blockage of coronary artery supplying the blood to the heart. One of the treatment of the ischemic heart disease is to put a permanent stent (tube) in the blocked artery or arteries to allow the blood to circulate unobstructed to the heart muscle. This is a minimally invasive procedure to relieve chest pain, improve prognosis and minimize or stop heart attack without having to undergo heart surgery and is called Percutaneous Transluminal Coronary Angioplasty (PTCA). The problem with this procedure is that the blood vessels get blocked again with time and this is called restenosis. Restenosis is a major adverse outcome for long –term success after stent implantation. The restenosis is very high with a kind of stent called bare metal stent. Presently there is no technology available for predicting restenosis in patients who undergo stent implantation. His laboratory developed a marker which can tell which of the patients undergoing stent implantation will develop restenosis after stent implantation. He showed that a low levels of a chemical called soluble receptor for advanced glycation end products ( sRAGE) in the blood before stent implantation can predict the development of restenosis. This ( sRAGE) biomarker will predict which patient undergoing stent implantation will develop restenosis following stent implantation.

**SIGNIFICANCE:** Firstly, this prediction will allow the physicians/cardiologists to treat the patient with agents that increases the levels sRAGE and decrease the levels of advanced glycation end products (AGEs) before and after stent implantation. the treatment will reduce/prevent the development of restenosis. Secondly, this prediction will allow the cardiologists to select type of stent where restenosis is less common but side effects and costs are greater than bare metal stents.

This type of decision making process will reduce the incidence of restenosis following stent implantation and associated health care costs, suffering and other social and economic burden to the society.

He received an US patent for this discovery in 2013.

#### **4. AGEs/sRAGE a universal biomarker/risk factor for diseases**

The concept was that low levels of sRAGE in the blood is a biomarker of the diseases. Dr. Prasad, however, has reported that it is not the low blood levels of sRAGE but the elevated level of the ratio of AGEs/sRAGE is the universal biomarker/risk marker of the diseases such as ischemic heart disease, diabetes, chronic kidney disease, etc. This concept is being accepted by the research community.

## ***B. EXCEPTIONAL DEDICATION TO SERVICE TO THE CITY OF SASKATOON, PROVINCE OF SASKATCHEWAN, CANADA AND INTERNATIONALLY***

### ***1. Academic service:***

Dr. Prasad was full professor in the department of physiology, college of medicine, University of Saskatchewan from 1973 to 1997. During that period, he taught medical



students, residents, and did research. He received **Preclinical Teacher of the year Award twice from medical students for excellence in teaching**. Twenty-eight students received MSc. and PhD degree under his supervision. One student received BSc. degree in Medicine under his supervision. He supervised 13 post-doctoral fellows, 9 clinical research fellows, 3 visiting professors from china and Russia and 1 medical student from UK. He published 250 full length papers in refereed journals, 32 book chapters and 234 abstracts. He gave 135 invited presentations in national and international conferences . He co-edited a large Textbook of Angiology( 1362 pages) in 2000 for the benefits of physicians, cardiologists, cardiovascular surgeons, interns and residents, medical; students, and other allied health professionals. Royalty from the book was donated to the International College of Angiology.

## **2. Academic and other services after retirement in 1997:**

He retired as professor emeritus in 1997. The followings are his achievements after his retirements. Since 19 years, he is still doing research, training graduate students, mentoring clinical researchers, and doing some teaching. After retirement , he has published 93 full length papers in refereed journals and 20 book chapters, co-edited a large Textbook of Angiology (1362 pages) and gave 59 invited presentations internationally. Six students received MSc./PhD degree under his supervision. He served on the advisory committee of 10 MSc./PhD students and supervised 2 post-doctoral fellows. He was external examiner for 13 MSc./PhD students. He was granted 10 USA and Canadian patents for his scientific discoveries. He got USA and Canadian FDA approval for flaxseed compound for health benefits. After his retirements he received 10 prestigious awards for academic achievements and service to the community worldwide. He is still serving the International College of Angiology in the capacity of Chairman of the Board of Directors and Consulting editor of International journal of Angiology. He is still doing research at the University of Saskatchewan and in collaboration with a heart surgeon at the Yale University School of Medicine, New Haven , Connecticut , USA. I do not know anybody serving the academic community for 19 years without any remuneration. This is highly praiseworthy.

## **3. International service which brings name to Saskatoon, province of Saskatchewan, Canada**

- a. Dr. Prasad has served in numerous international organizations, including International College of Angiology, American College of angiology, and International Academy of Cardiology. His extensive and quality service in International College of Angiology is very praiseworthy. International College of Angiology ( ICA) is a nonprofit organization comprised of cardiologists, cardiac and thoracic surgeons, internists, vascular surgeons, organ transplant surgeons, neurologists, nephrologists, interventional radiologists, anesthetics and basic scientists from all over the world. He joined the ICA in 1974 and became its vice-president in 1988. He worked very hard with Professor John B. Chang, adjunct Clinical Professor of Albert Einstein college of medicine, New York and chairman board of directors of ICA to improve the status of the ICA. He was the key member of the ICA. He became President and member of the board of directors of the ICA in in 1995. He stayed as president for two years and remained member of the board of directors till 2015. He became chairman of the scientific committee in 1995 and remained in that position till 2015.

He became the Chairman of the Board of Directors of ICA in 2015. He has been the Chairman of the John B. Chang Research Achievement award and young investigator award committee since 1996.. He was very much involved in the establishment of a new journal called International Journal of Angiology ( IJA). First he was the senior editor of the editorial board of the IJA and then became the consulting editor of the IJA. He worked hard to improve the stature of the ICA and IJA.

Based on his excellence in academic career, research and service to the International College of Angiology, the ICA honored him with following four distinguished awards.

- I. **Professor John B. Chang Research Achievement Award** for excellence in research and scholarly activity at the 27<sup>th</sup> Annual World Congress of ICA in Helsinki, Finland, 1995.
- II. **Distinguished Service Award** for significant contributions in cardiovascular medicine, and valuable long-term service to International College of Angiology for promotion of research, education and health, at 50<sup>th</sup> Annual World Congress in Innsbruck, Austria, 2012.
- III. **Professor Kailash Prasad Oration Lecture** was established by International College of Angiology to honour Dr. Prasad. This lecture is given annually at the Annual World Congress of ICA.
- IV. **Lifetime Achievement Award** was presented by International College of Angiology in recognition of exceptional accomplishment in the field of research, promotion of education, , service to the International College of Angiology, humanity, leadership, and inspiration to younger generation of physicians at the 58<sup>th</sup> Annual World Congress in Prague, Czech Republic, 2016.

He was vice-president of the American College of Angiology for 4 years. He has been very much involved in the International Academy of Cardiology. He was a member of the Substance Abuse Committee of the American Society of Clinical Pharmacolgy and Therapeutics. He had been member of the International scientific advisory committee for conferences in other countries. He has been chairman and co-chairman of scientific session in national and international conferences. Member, Saskatoon Health Oasis, 1999-2005..

Member, Saskatoon Tri-Hospital Cardiac Rehabilitation Program, 1998-2000

He has been member of the editorial board of 9 medical journals. He has been a member of 12 national and international medical societies.

His services to these organizations were very much appreciated by these organizations.

#### **b. Public and Community Service:**

I gave public presentations and TV interviews on the following occasions.

Annual Meeting of Flax Growers Western Canada. Topic: Flax in Health Research (video). January 11, 1999.

Annual Meeting of Flax Growers Western Canada. Topic: Uses of Flaxseed and its Components. January 1997.

CBC-TV: Vitamin and garlic and cardiovascular diseases.

CBC-TV: Flaxseed and SDG in prevention of hypercholesterolemic atherosclerosis.

French Language Network of CBC TV has a 15 minute broadcast on Flaxseed Lignans (SDG) on hypercholesterolemic atherosclerosis on Feb. 2, 1997.

Live interview on CBC Radio, Windsor station on Aug. 12, 1996 on Medical Uses of Flaxseed and its Lignans (SDG).

Saskatoon Tri-Hospital Cardiac Rehabilitation Program; Coronary Artery Rehabilitation Group Education Program. Topic: "Antioxidants in the Prevention and Treatment of Cardiovascular Disease".

University to the People Program Series, Midtown Plaza. Topic: "Role of Garlic and Other Antioxidants in Preventing Heart Disease", February 14, 1995.

Therapeutic Update '94. Topic: "Antioxidant Therapy", June 9, 1994.

University to the People Program Series, Midtown Plaza. Topic: "Prevention of Side Effects of High Blood Cholesterol by Vitamin E and Garlic", October 19, 1993.

:

**Dr. Prasad is very well known for his accomplishments in science and service nationally and internationally. His national and international reputation brings name to Saskatoon, Saskatchewan, and Canada.**

### **C. Honours and Awards:**

Dr. Prasad received 45 honours and awards including:

- 1) **Lifetime Achievement Award** was presented by International College of Angiology in recognition of exceptional accomplishment in the field of research, promotion of education, service to International College of Angiology, humanity, leadership, and inspiration to younger generation of physician at the 57<sup>th</sup> Annual World Congress held in Jakarta, Indonesia, Oct.2, 2015.
- 2) **Earned D.Sc. degree Award** by University of Saskatchewan of Saskatchewan, Saskatoon Saskatchewan, Canada, June, 2015.
- 3) **Prime of Life Achievement Award** by University Saskatchewan Retirees Association, September 22, 2014. This award recognizes the achievements and recognitions after formal retirement from the University of Saskatchewan.
- 4) **Bharat Gaurav Award (Pride of India Award) and Certificate of Excellence** was presented to Dr. Kailash Prasad by Dr. Bhisma Narain Singh, former Governor of Tamilnadu and Assam , and the Honourable Mr. Rajeeb Shukla, minister for parliamentary affairs government of India, in recognition for his contributions and

dedication to worthy causes and his life-time achievements representing India as an expatriate at the ceremony held at the Global Friendship Day, sponsored by the India International Friendship Society, on January 9<sup>th</sup>, 2014.

- 5) **Distinguished Service Award from International College of Angiology** for significant contributions for cardiovascular medicine and valuable long term service to International College of Angiology to promote research, education and health. 54<sup>th</sup> Annual Congress, Innsbruck, Austria, Sept 14-16, 2012.
- 6) **Prof. Kailash Prasad Oration Lecture established by International College of Angiology (ICA)** at 49<sup>th</sup> Annual World Congress, ICA, Vancouver, July 20-24, 2007.
- 7) **Ken Bowman Life-Time Research Achievement Award for Excellence in Cardiovascular Research**, Institute of Cardiovascular Sciences, St. Boniface General Hospital Research Centre and Faculty of Medicine, University of Manitoba, Canada, November 7, 2008.
- 8) **Saskatchewan Centennial Medal from the Government of Saskatchewan** for excellence in research and technology. This medal recognizes individuals who have made significant contributions to the Province of Saskatchewan. February 17, 2006.
- 9) **Golden Wheel Award for excellence in science and technology** – from Rotary Club of Saskatoon, 2005.
- 10) **Innovation Award for creation of new technology for uses of flaxseed and its components** - from University of Saskatchewan and Innovation Place, 2003.
- 11) **John B. Chang Research Achievement Award for excellence in research and scholarly activity** at 27<sup>th</sup> World Congress of International College of Angiology in Helsinki, Finland, 1995.

## SUMMARY OF CURRICULUM VITAE

**Name:** Kailash Prasad

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Phone: 306 966-6539  
Email: k.prasad@usask.ca

**Home Address:** 358 Assiniboine Drive  
Saskatoon, SK  
S7K 3Z2, Canada

**Citizenship:** Canadian

### Academic Credentials:

**Degrees:** B.Sc. (Distinction) – Patna University India, 1952  
M.B.B.S. (Hons) – Bachelor of Medicine and Bachelor of Surgery; Bihar University, India, 1957  
M.D. – Delhi University, India, 1961. This is specialization degree after M.B.B.S.  
Ph.D. – University of Alberta, Canada, 1967  
D.Sc. (earned) – University of Saskatchewan, Canada, 2015

### Fellowships:

F.I.A.C.S. - Fellow of the International Academy of Cardiovascular Sciences, 2002  
F.R.C.P. C - Fellow of the Royal College of Physicians of Canada, 1996  
F.A.C.A. - Fellow of American College of Angiology, 1980  
F.A.C.C. - Fellow of American College Cardiology, 1976  
F.I.C.A. - Fellow of International College of Angiology, 1974

### Academic Appointments:

- Professor Emeritus, Dept. of Physiology, 1997 – present.
- Adjunct Professor, Dept. of Medicine, 2000-2005
- Associate Member, Dept. of Medicine, 1994-2000
- Associate Member, Dept. of Pathology, 1991–2001

- Acting Head, Dept. of Physiology, July, 1987 – June 1988
- Visiting Professor, Division of Cardiology, Wadsworth Medical Center, UCLA, U.S.A., July 1980-June 1981
- Professor of Physiology, 1976-1997
- Associate Professor, Physiology, 1973-1976
- Associate Professor, Pharmacology, Univ. of Alberta, 1972-1973
- Assistant Professor, Pharmacology, Univ. of Alberta, 1967-1972

**Honors and Awards: Total 45, including:**

- 1) **Lifetime Achievement Award** was presented by International College of Angiology in recognition of exceptional accomplishment in the field of research, promotion of education, service to International College of Angiology, humanity, leadership, and inspiration to younger generation of physician at the 58<sup>th</sup> Annual World Congress held in Prague, Czech Republic, June 2, 2016.
- 2) **Earned D.Sc. degree Award** by University of Saskatchewan of Saskatchewan, Saskatoon, Saskatchewan, Canada, June, 2015.
- 3) **Prime of Life Achievement Award** by University Saskatchewan Retirees Association, September 22, 2014. This award recognizes the achievements and recognitions after formal retirement from the University of Saskatchewan.
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- 8) **Saskatchewan Centennial Medal from the Government of Saskatchewan** for excellence in research and technology. This medal recognizes individuals who have made significant contributions to the Province of Saskatchewan. February 17, 2006.
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- 11) **John B. Chang Research Achievement Award for excellence in research and scholarly activity** at 27<sup>th</sup> World Congress of International College of Angiology in Helsinki, Finland, 1995.
- 12) **Poster and Oral Presentation Awards for Research** – 22.
- 13) **Pre-clinical Teacher of the Year Award** – twice. (1981, 1989)
- 14) **Research Scholar, Senior Research Fellow, and Research Fellow** from the Canadian Heart Foundation.

#### **Research Supervisor:**

- i) Graduate Student Thesis – (Ph.D./M.Sc.) 29
- ii) Post-doctoral Fellow – 13
- iii) Visiting Scientist from Russia and China – 3
- iv) Clinical Research Fellow/Associate – 9
- v) Visiting Student Researcher from UK – 1
- vi) Member, M.Sc. and Ph.D. Supervisory Committee – 21

#### **Research Publications:**

- Full length refereed papers – 255
- Congress presentations and abstracts – 232
- Invited symposia/special presentations – 135
- Invited reviews and book chapters – 37
- Book – Co-editor of “Textbook of Angiology”, 1362 pages, 2000
- Research work – incorporated in numerous books
- Books -review – 3

**Patents:****Granted**

U.S. patents --6

Canadian patents – 4

**Copyright:**

1-copyright (granted). Phase Invariant Signature Algorithm (PISA) based on high frequency electrocardiogram has been developed for detection of ischemic heart disease in very early stages and to quantify and locate ischemic damage.

**Drug Approval:** FDA (Food and Drug Administration of USA) and Health Canada (Canada Natural Health Products Directorate) Approval of **BeneFlax**<sup>®</sup> for health benefit. FDA and Health Canada have approved **BeneFlax**<sup>®</sup> (Flax Lignin Complex compound) as sole therapeutic, nutraceuticals or adjuvant therapy for hypercholesterolemia, atherosclerosis, heart disease, stroke, hypertension, and diabetes and as an antioxidant in 2007. The company (ADM) launched the product in the market in March, 2007.

**Present Research Interest:**

1. Oxygen radicals in health and disease.
2. PISA method for early detection and quantification of ischemic heart disease.
3. Flaxseed in health and disease.
4. Biomarkers in cardiovascular disease.
5. Atherosclerosis-mechanism and treatment.
6. AGEs-RAGE axis and cardiovascular disease, diabetes, end-stage renal disease and hyperthyroidism

**Research Grants:**

K. Prasad	\$2,327,900.00
K. Prasad and Co-applicant	\$1,377,336.00
<b>Total</b>	<b>\$3,705,236.00</b>

**Most Significant Research Contributions:****1. Oxygen Radicals and Cardiovascular Disease:**

I have been involved with the role of oxygen radicals in the pathophysiology of cardiovascular diseases including heart failure, hypercholesterolemic atherosclerosis, ischemia/reperfusion cardiac injury during cardiopulmonary bypass, hemorrhagic and endotoxic shock and diabetes. My laboratory was the first to report the role of oxygen radicals in the above mentioned condition and the effectiveness of antioxidant in them. These basic researches have clinical applications and have/are being tried in patients with some of these diseases/conditions.



## **2. Single Cell Electrical Activity of Human Heart:**

I have investigated the effects of electrolytes, glucose and other therapeutic agents used in cardiovascular diseases on the single cell electrical activity of human heart to understand the mechanism of cardiac contraction and the beneficial effects of therapeutic agents. These studies have opened new window of opportunities for understanding the mechanism of drug action using electrical activity of human cardiac cell which is better than using animal cardiac tissue. I was the first to report the single cell electrical activity in human heart in 1968.

## **3. Medical Users of Flaxseed and Its Components:**

I have done the research on the flaxseed and its components [oil, secoisolariciresinol diglucoside (SDG) and its metabolites secoisolariciresinol, enterodiol, enterolactone and flax lignan complex] for the last 16 years. Flaxseed and its components have antioxidant activity. SDG and lignan complex have lipid lowering, anti-atherosclerotic, hypotensive and hypoglycemic activity. Flax oil does not affect serum lipid and glucose. Flax seed, SDG and flax lignan complex suppress the development of atherosclerosis but flax oil does not have these effects. Anti-atherosclerosis effect of flax seed is not due to its oil contents but due to its lignan contents. Both SDG and flax lignan complex slow the progression of atherosclerosis, but only SDG produce regression of atherosclerosis. SDG lowers blood pressure and prevent the development of type 1 and type 2 diabetes. I have the first to report the above attributes of flaxseed and its components. The above attributes of flaxseed components would be a value in preventing, slowing of progression and regression of coronary artery disease and diabetes. The morbidity and mortality associated with coronary artery disease, stroke, hypertension and diabetes, and their associated complications would be reduced/prevented. The economic impact of this flax seed research is very high. Firstly, prevention and cure of the above mentioned disease with flax seed components will markedly reduce the health care costs, and social and economic burden to society. Secondly, this development will bring value added economic benefit to flax growers of Canada and will improve rural economic.

I have been granted eight patents on the users of flax seed and its components. Archer Daniel Midland (ADM) has signed contract to produce and market the products as a nutraceuticals and pharmaceuticals. The compound flax seed lignan complex received the FDA approval for health benefit in Sept 2006 and ADM launched the product in the market in March 2007. My work on the flax seed and its components are very well-known worldwide. It has also created a rush on the research in this field.

## **4. Phase Invariant Signature Algorithm (PISA) for Detection of Incipient Ischemic Heart Disease:**

The PISA system which is based on the high frequency of electrocardiogram, was developed in collaboration with Dr. M.M. Gupta to detect ischemia heart disease in the very early stage, and to quantify and localize ischemic injury. This is a non-invasion method. Early diction will help in early treatment and cure and will avoid late complications and social economic burden to the society. This concept has been tried and used in USA and Sweden.

**5. Hydroxyl Radical Mediated Acetylcholine-Induced Vasodilation:**

My laboratory was the first to report that acetylcholine-induced vasodilation is mediated by hydroxyl radicals. According to the old hypothesis, acetylcholine increases nitric oxide (NO) which stimulates guanylate cyclase to produce cyclic GMP which induces vasodilation. According to our findings, acetylcholine increases NO which combines with superoxide anion to produce hydroxyl radical. This hydroxyl radical stimulates guanylate cyclase to produce cyclic GMP which in turn induces vasodilation. This study has made advancement in the mechanism of vasodilatory action of acetylcholine at the molecular level.

**6. Soluble Receptor for Advanced Glycation End Products (sRAGE), Acute Coronary Syndrome and Restenosis Following Percutaneous Coronary Intervention (Post-PCI):**

My laboratory has shown that low level of serum soluble receptor for advanced glycation end products (sRAGE) is diagnostic of acute coronary syndrome and that low level of sRAGE is a predictor of post-PCI restenosis. These findings have two clinical implications, i) Individuals with low levels of serum sRAGE are prone to develop acute coronary syndrome. ii) Low serum levels of sRAGE in patient undergoing percutaneous coronary interventions (PCI) are prone to develop restenosis following PCI.

Restenosis is a major adverse outcome for long-term success after stent implantation. Restenosis with bare metal stent implantation is very high (35% – 45%) as compared with drug eluting stent (<10%). These tests will be used for predicting post-PCI restenosis and will help in directing in developing treatment modalities for increasing sRAGE and reducing advanced glycation end products. The data of this invention will allow the cardiologist to select type of stent to be implanted in the patients with coronary artery disease. This type of decision making process will reduce the incidence of restenosis following stent implantation and the associated health care cost, suffering and other social and economic burden to the society.

**7. Role of AGEs-RAGE Axis in the pathophysiology of Aortic Aneurysm, Hypertension, End Stage Renal Disease, and Diabetes.**

**Consulting Works:**

1. Cherney industries, Minneapolis, Minnesota (1984 – 1986)
2. Electronic for medicine, Honeywell Canada and USA (1982 – 1983)

**Teaching:**

1. Medical students since 1958-1997
2. Undergraduate and postgraduate teaching in Pharmacology (1967-1973) and Physiology (1973-2009).
3. Residents and Fellows in Cardiology.
4. School of Public Health

**Reviewer of manuscripts:** 23 journals

**Reviewer of Research and Fellowship applications:** National and International granting agencies (6 countries)

**External Examiner for Ph.D. Thesis:** 22 students

**Membership and Fellowship:** 18 medical and scientific societies

**Member, Editorial board:** 8 scientific journals and consulting editor of 1 Journal.

**Offices held in International Professional Societies:**

- i) **Chairman, Board of Directors**, International College of Angiology (Dec.2015-present)
- ii) **President**, International College of Angiology (1995-97)
- iii) **Member, Board of Directors** – International College of Angiology (1995-present)
- iv) **Vice-president** International College of Angiology (1990-1914)
- v) **Chairman, Scientific Committee** - International College of Angiology (1994-2015)
- vi) **Chairman, John B. Chang Research Achievement award committee-** International College of Angiology (1996-present)
- vii) **Chairman, Poster award committee**, International College of Angiology (1990-2015)
- viii) **Vice-President**, American College of Angiology (1993-1999)
- ix) **Member**, International Scientific Committee of Oxygen radicals and antioxidant biotechnology, Calcutta, India (1993)
- x) **Member International Scientific Committee** for Indian Society of Atherosclerosis Research Conference, Annamalai University, Chidambaram, Tamilnadu, India (2008)
- xi) **Member**, Substance Abuse Committee - American Society for Clinical Pharmacology and Therapeutics (1992-2000)

**Offices held in National research organization:**

- i) **Medical advisory committee** of Heart and Stroke Foundation of Saskatchewan
- ii) **Scientific officer** Canadian Heart Foundation

**Reviewer for National and International research-grant agencies: (8)**

**Expertise Sought for Critical Appraisal for Candidates for Promotion to Clinical Professor and Professor for other Universities**

- i) University of California, Los Angeles
- ii) The Bruce Rappaport Faculty of Medicine, Haifa, Israel
- iii) Albert Einstein College of Medicine, New York
- iv) The Hong Kong University of Science and Technology, Hong Kong
- v) University of Manitoba
- vi) University of Newfoundland
- vii) University of Kentucky, Lexington, Kentucky

**Audio-visual Tapes Prepared for Teaching:** 14 tapes

**Guest Lecturer:** 5

**Public and Community Contributions**

**Public lectures and television appearances:** 12

# Proposed Location for Reconciliation Circle






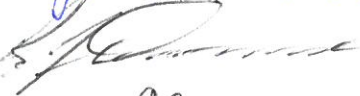

# Letter of Support for Reconciliation Circle

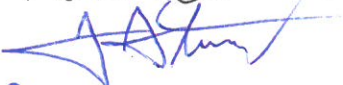
May 23, 2017

I support changing the name of a portion of Victoria Park to Reconciliation Circle.

The specific portion will be where reconciliation activities are held and where the statue will be placed.

	STUART ISBISTER	CUMF
Robin Bendig	Robin Bendig	Great Plains College
	Joanne Speidel	SASK POLYTECH
	Neal Kewistep	SHR.

Delvin Kanewiyatiko	Delvin Kanewiyatiko	C-SCS - FNMIE Unit
Margaret Gruber	Margaret Gruber	St. John's Anglican
Mary Ann Assailly	Mary Ann Assailly	Cathedral Outreach
Joan Cole-Heine	Joan Cole-Heine	Anglican Dev. SKtn
		Saskatoon Native Ministry Inc.

Amber Clare	Amber Clare	Saskatoon Food Bank + Learning Ctre
	JOHN STEWART	CHOP Good Food Inc.

Colleen Hamilton	Colleen Hamilton	Onep Good Food Inc.
Carrie Horachek	Carrie Horachek	Shift Development
Rhett Sangster	Rhett Sangster	Office of the Treaty Commissioner

	Iloradanon Etimoff	OTC, indigenous Graduate students' council
	DEREK THOMAS	University of Saskatchewan

Julie Fleming Juarez

Julie Fleming Juarez.

Trina Karl

TRINA KARL (personal)

Alan Lafond

Alanis Lafond

Office of the Treaty Commissioners

~~melanie st juste~~  
melanie st juste

melanie st. Juste

(personal)

SS

BEAD BIRD

(personal)

Dartene R. Okemaupim-Sicotte

Dartene  
Okemaupim  
Sicotte

1) Gordon Teetooosis  
Nikaniewin Theatre  
2) Iskwewwak  
Ewichiirtochik  
(Women Walking Together)

Roger Casally

David Moor  
Neyasa

Rev. David Moors  
Neyasa Gee  
Mayfair United Church  
Saskatoon Community Service Village

Sharissa Hantke  
Sarah Kerwacki

SHARISSA HANTKE  
Saskatoon

ST THOMAS WESLEY UNITED CHURCH  
(personal)

Kayla Brien

Kayla Brien

Quint Development

Charmaine Cardiner  
Priscilla Klotz

(personal)

# YXE Reconciliation/ National Aboriginal Day 2017







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

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### **Application for Funding Under the Heritage Conservation Program – Canadian Pacific Railway Station (305 Idylwyld Drive North)**

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

1. That funding be approved, to a maximum of \$22,200 (amortized over ten years), through the Heritage Conservation Program for the preservation project at 305 Idylwyld Drive North;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

#### **History**

At the October 2, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department dated September 6, 2017 was considered. Your Committee was advised that the Municipal Heritage Advisory Committee has also reviewed and supports the above proposed funding under the Heritage Conservation Program.

#### **Attachment**

September 6, 2017 Report of the General Manager, Community Services Department

---

## **Application for Funding Under the Heritage Conservation Program – Canadian Pacific Railway Station (305 Idylwyld Drive North)**

### **Recommendation**

That a report be forwarded to the Standing Policy Committee on Planning, Development and Community Services with a recommendation to City Council:

1. That funding be approved, to a maximum of \$22,200 (amortized over ten years), through the Heritage Conservation Program for the preservation project at 305 Idylwyld Drive North;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

### **Topic and Purpose**

The purpose of the report is to request funding, under the Heritage Conservation Program, for the Canadian Pacific Railway Station located at 305 Idylwyld Drive North.

### **Report Highlights**

1. The Canadian Pacific Railway Station is a Municipal Heritage Property in the neighbourhood of Caswell Hill (see Attachment 1). The building is valued for its chateau-style architecture, and its association with Saskatoon's emerging status as an important prairie city.
2. Funding is being requested to preserve the building's transom windows, buttress supports, and brickwork. The building qualifies for financial support under the Heritage Conservation Program.
3. This is the first application by the property owner of the Canadian Pacific Railway Station for incentives under the Heritage Conservation Program.

### **Strategic Goal**

Under the City of Saskatoon's Strategic Goal of Sustainable Growth, this report supports the preservation of the character of heritage buildings and historical landmarks.

### **Background**

The Heritage Conservation Program, under Civic Heritage Policy No. C10-020, provides funding for designated Municipal Heritage Properties for the conservation and rehabilitation of the character-defining elements of a heritage property. Financial incentives include a grant for 50% of the eligible costs of a project, to a maximum of

\$150,000 over a ten-year period. A property owner may make more than one application within that period provided that the total amount does not exceed \$150,000. Properties also qualify for a refund of 50% of any building permit and development permit fees.

## **Report**

### Canadian Pacific Railway Station

The Canadian Pacific Railway Station features a grand two-storey brick and stone railway building that was constructed between 1907 and 1908. By constructing a station of this size and stature, the Canadian Pacific Railway Company (now Canadian Pacific) helped confirm Saskatoon's status in the West. Unlike the wooden structures in smaller centres and rural areas, the Canadian Pacific Railway Station was significantly larger and built of brick - an indication of the permanent nature of the depot. Similarly, the Canadian Pacific Railway Station's chateau-style of architecture, which emulated Edmonton's grand Strathcona Station, speaks to the level of importance that the company placed on the flourishing town.

The Canadian Pacific Railway Station was designated as a Municipal Heritage Property in 1994. The property received designation as a National Historic Site in 1976, and in 1990, the building was designated under the federal *Heritage Railway Stations Protection Act, 1985*.

### Rehabilitation Work

The property owner of the Canadian Pacific Railway Station plans to undertake work to preserve the transom windows, buttresses, and brickwork (see Attachment 2). The restoration work will include:

- a) removal of transom windows to sand, reglaze, putty, and repaint;
- b) sanding and repairing all buttresses supporting the roof; and
- c) grinding old grout out of deteriorating joints and repointing grout joints where required.

The work proposed will be undertaken in 2018, and will effectively preserve the original aesthetic and unique features of the property.

The Heritage Conservation Program provides funding for up to 50% of costs related to restoration of the heritage elements of the property. The estimated cost for this project is \$44,400, and the owner qualifies for a maximum of \$22,200 in the form of a grant amortized over a ten-year period (see Attachment 3).

### Funding History

This is the first application by the Canadian Pacific Railway Station for incentives under the Heritage Conservation Program since its designation in 1994.

## **Options to the Recommendation**

The project qualifies for funding under the Heritage Conservation Program. City Council could choose to deny the funding request; further direction would then be required.

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

Public and/or stakeholder consultation is not required.

### **Policy Implications**

The project complies with Civic Heritage Policy No. C10-020.

### **Financial Implications**

The total estimated cost of this project is \$44,400 and, under Civic Heritage Policy No. C10-020, the project would qualify for 50% of the eligible costs. If the application is approved, the amount of this grant will be amortized over ten years (\$2,220 annually) and will commence following completion of the project (anticipated in 2018).

The balance of the Heritage Reserve is \$123,005.53; \$20,018.63 of which is available for financial incentives under the Heritage Conservation Program. The grant will be funded through the Heritage Reserve and will not impact the funding of new and existing projects.

### **Other Considerations/Implications**

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

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

Once it is determined that the project is complete, the Administration will process the grant payment.

### **Public Notice**

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

### **Attachments**

1. Photographs of Subject Property
2. Photographs of Proposed Work
3. Canadian Pacific Railway Station – Cost Estimates

### **Report Approval**

Written by: Catherine Kambeitz, Heritage and Design Coordinator, Planning and Development  
Reviewed by: Lesley Anderson, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2017/PD/MHAC – Application for Funding Under the Heritage Conservation Program – CP Railway Station (305 Idylwyld Drive North)/lc

# Photographs of Subject Property

## Local History Room - Saskatoon Public Library



The Saskatoon Brewery

PH-93-166-61

Historical Photograph Source: Local History Room



Current Photograph

Source: Property Owner



# Photographs of Proposed Work



**Canadian Pacific Railway Station - Cost Estimates**

Item	Description of Work	Estimate
Transom Windows (85)	<ul style="list-style-type: none"> <li>Removal of existing windows to sand, reglaze, and repaint</li> </ul>	\$19,800
Buttress Supports (35)	<ul style="list-style-type: none"> <li>Sanding and repairing</li> </ul>	\$17,700
Grout	<ul style="list-style-type: none"> <li>Grinding old grout out of deteriorating joints and repointing</li> </ul>	\$ 2,500

Subtotal:	\$40,000
Taxes:	<u>\$ 4,400</u>
Total Eligible Project Cost:	<u>\$44,400</u>
50% of Costs (City Contribution):	\$22,200
10 Years (Amortization):	\$ 2,220



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

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### **Application for Funding Under the Heritage Conservation Program – Bottomley House (1118 College Drive)**

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

1. That funding be approved, to a maximum of \$2,116.22 (amortized over two years), through the Heritage Conservation Program for the preservation project at 1118 College Drive;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

#### **History**

At the October 2, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department dated September 6, 2017 was considered. You Committee was advised that the Municipal Heritage Advisory Committee has also reviewed and supports the above proposed funding under the Heritage Conservation Program.

#### **Attachment**

September 6, 2017 Report of the General Manager, Community Services Department



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## Application for Funding Under the Heritage Conservation Program – Bottomley House (1118 College Drive)

### Recommendation

That a report be forwarded to the Standing Policy Committee on Planning, Development and Community Services with a recommendation to City Council:

1. That funding be approved, to a maximum of \$2,116.22 (amortized over two years), through the Heritage Conservation Program for the preservation project at 1118 College Drive;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

### Topic and Purpose

The purpose of the report is to request funding, under the Heritage Conservation Program, for the Bottomley House located at 1118 College Drive.

### Report Highlights

1. The Bottomley House is a Municipal Heritage Property in the neighbourhood of Varsity View (see Attachment 1). The property is valued for its Queen Anne Revival architectural style and its association with Saskatoon's economic prosperity in the early 20<sup>th</sup> century.
2. Funding is being requested to paint the window frames, ledges, and fascia. The building qualifies for financial support under the Heritage Conservation Program.
3. The Bottomley House has received financial incentives under the Heritage Conservation Program for previous work.

### Strategic Goal

Under the City of Saskatoon's (City) Strategic Goal of Sustainable Growth, this report supports the preservation of the character of heritage buildings and historical landmarks.

### Background

The Heritage Conservation Program, under Civic Heritage Policy No. C10-020, provides funding for designated Municipal Heritage Properties for the conservation and rehabilitation of the character-defining elements of a heritage property. Financial incentives include a grant for 50% of the eligible costs of a project, to a maximum of \$150,000 over a ten-year period. A property owner may make more than one application within that period provided that the total amount does not exceed \$150,000. Properties also qualify for a refund of 50% of any building permit and development permit fees.

## Report

### Bottomley House

Located in the neighbourhood of Varsity View, the Bottomley House at 1118 College Drive features a two-storey wood frame house built in 1912. The heritage significance of the property lies in its Queen Anne Revival architectural style with its bell-cast domed roof, curved windows, corner turret, and wrap-around verandah with Doric columns. The heritage value of the Bottomley House lies in its association with Saskatoon's economic prosperity in the early 20<sup>th</sup> century. The property's original owner, Richard Bottomley, was a real estate developer who owned large tracts of land and, as such, required a prominent and distinct home that evoked a sense of affluence.

The Bottomley House was designated as a Municipal Heritage Property in 2006 under Bottomley House Heritage Designation, 2006, Bylaw No. 8485.

### Painting

The property owners of the Bottomley House are undertaking work to preserve the exterior of the building. This includes painting the exterior window frames and ledges, as well as the fascia on the second floor (see Attachment 2).

The Heritage Conservation Program provides funding for up to 50% of costs related to restoration of the heritage elements of the property. The estimated cost for this project is \$4,232.43, and the owner qualifies for a maximum of \$2,116.22 in the form of a grant amortized over a two-year period (see Attachment 3).

### Funding History

The Bottomley House has been approved for incentives under the Heritage Conservation Program in the past, and has received \$3,480.05 in financial incentives to date in 2017. Since 2007, the Bottomley House has received \$54,761.30 in funding through tax abatements and grants.

#### Tax Abatements:

- 1) Rehabilitation Project (stucco repairs, painting, and second floor window replacement): \$22,284.60 amortized over ten years (approved in 2007, ended in 2016);
- 2) Restoration Project Continued (first floor window replacement): \$2,950.00 amortized over eight years (approved in 2009, ended in 2016);
- 3) Restoration Project Continued (southeast deck replacement): \$3,801.60 amortized over six years (approved in 2012, ends in 2017); and
- 4) Restoration of Columns and Guardrails: \$3,357.50 amortized over two years (approved in 2016, ends in 2018).

#### Grants:

- 1) Reshingling, Roof, and Chimney Repair: \$20,015.60 amortized over ten years (approved in 2017, ends in 2026); and
- 2) Wood Skirting/Parging and Eavestroughs: \$2,352.00 (Maintenance) amortized over one year (approved in 2016 and 2017).

**Options to the Recommendation**

The project qualifies for funding under the Heritage Conservation Program. City Council could choose to deny the funding request; further direction would then be required.

**Public and/or Stakeholder Involvement**

Public and/or stakeholder consultation is not required.

**Policy Implications**

The project complies with Civic Heritage Policy No. C10-020.

**Financial Implications**

The total estimated cost of this project is \$4,232.43 and, under Civic Heritage Policy No. C10-020, the project would qualify for 50% of the eligible costs. If the application is approved, the amount of this grant will be amortized over two years (\$1,058.10 annually) and will commence following completion of the project.

The balance of the Heritage Reserve is \$123,005.53; \$20,018.63 of which is available for financial incentives under the Heritage Conservation Program. The grant will be funded through the Heritage Reserve and will not impact the funding of new and existing projects.

**Other Considerations/Implications**

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

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

Once it is determined that the project is complete, the Administration will process the grant payment.

**Public Notice**

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

**Attachments**

1. Photograph of Subject Property
2. Photographs of Proposed Work
3. Bottomley House – Cost Estimates

**Report Approval**

Written by: Catherine Kambeitz, Heritage and Design Coordinator, Planning and Development

Reviewed by: Lesley Anderson, Director of Planning and Development

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

S/Reports/2017/PD/MHAC – Application for Funding Under the Heritage Conservation Program – Bottomley House (1118 College Drive)/lc

## Photograph of Subject Property



Source: City of Saskatoon, 2015

# Photographs of Proposed Work



Window Frames

Source: Property  
Owner, 2017



Fascia

Source: Property  
Owner, 2017

**Bottomley House - Cost Estimates**

Item	Description of Work	Estimate
Window Ledges and Trim	• Paint	\$3,185.70
Fascia ( 3 Peaks)	• Paint	\$1,046.73

Total:	\$4,232.43
Total Eligible Project Cost:	\$4,232.43
50% of Costs (City Contribution):	\$2,166.22
2 Years (Amortization):	\$1,083.11

**Note: Final payment will be exclusive of any painting for the garage.**



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

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### **Application for Funding Under the Heritage Conservation Program – Mann House (1040 University Drive)**

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

1. That funding be approved, to a maximum of \$2,497.50 (amortized over two years), through the Heritage Conservation Program for the preservation project at 1040 University Drive;
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;
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project; and
4. That the Administration provide a report to the Committee regarding possible policy changes for the delegation of authority on funding approvals for applications under Heritage Conservation Program.

#### **History**

At the October 2, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department dated September 6, 2017 was considered. Your Committee was advised that the Municipal Heritage Advisory Committee has also reviewed and supports the above proposed funding under the Heritage Conservation Program.

Your Committee is recommending that the Administration provide a further report regarding proposed policy changes for delegating to the Administration the authority to approve funding requests under the Heritage Conservation Program. This would include identifying an appropriate funding level that could be delegated to the Administration and consulting with the Municipal Heritage Advisory Committee.

#### **Attachment**

September 6, 2017 Report of the General Manager, Community Services Department

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## Application for Funding Under the Heritage Conservation Program – Mann House (1040 University Drive)

### Recommendation

That a report be forwarded to the Standing Policy Committee on Planning, Development and Community Services with a recommendation to City Council:

1. That funding be approved, to a maximum of \$2,497.50 (amortized over two years), through the Heritage Conservation Program for the preservation project at 1040 University Drive;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

### Topic and Purpose

The purpose of the report is to request funding, under the Heritage Conservation Program, for the Mann House located at 1040 University Drive.

### Report Highlights

1. The Mann House is a designated Municipal Heritage Property in the neighbourhood of Varsity View (see Attachment 1). The property is valued for its association with Owen Mann, a City Councillor with one of the longest tenures in Saskatoon's history. Other notable residents include physician Thomas A. Watson and Canadian National Railway special representative W.E. Walter.
2. Funding is being requested to repair the main chimney foundation. The building qualifies for financial support under the Heritage Conservation Program.
3. The Mann House has received financial incentives under the Heritage Conservation Program for previous work.

### Strategic Goal

Under the City of Saskatoon's (City) Strategic Goal of Sustainable Growth, this report supports the preservation of the character of heritage buildings and historical landmarks.

### Background

The Heritage Conservation Program, under Civic Heritage Policy No. C10-020, provides funding for designated Municipal Heritage Properties for the conservation and rehabilitation of character-defining elements of a heritage property. Financial incentives include a grant for 50% of the eligible costs of a project, to a maximum of \$150,000 over a ten year period. A property owner may make more than one application within that



period provided that the total amount does not exceed \$150,000. Properties also qualify for a refund of 50% of any building permit and development permit fees.

## **Report**

### Mann House

Located in the neighbourhood of Varsity View at 1040 University Drive, the Mann House features a one-and-three-quarter-storey dwelling that was built in 1912. Designed by architect Norman Thompson, this house was once home to former City Councillor and University of Saskatchewan Engineering Professor, Owen Mann. Mann was known for his interest in civic infrastructure, careful city planning, and prudent spending. The residence was also home to Thomas A. Watson, who, in 1949, became the first physician to use the Betatron X-ray to treat patients with late-stage cancer at the Saskatoon Cancer Clinic, and W. E. Walter, a special representative for the Canadian National Railway Immigration and Colonization Department.

The Mann House was designated as a Municipal Heritage Property in 2016, under Mann House Heritage Designation, 2016, Bylaw No. 9350.

### Chimney Foundation Repair

The property owner of the Mann House is undertaking work to preserve the exterior of the home. In 2017 the main brick chimney of the Mann House was repaired and restored. The final step in the chimney's rehabilitation is the repair of its foundation to preserve its structural integrity (see Attachment 2).

The Heritage Conservation Program provides funding for up to 50% of costs related to restoration of the heritage elements of the property. The estimated cost for this project is \$4,995.00, and the owner qualifies for a maximum of \$2,497.50 in the form of a grant amortized over a two-year period (see Attachment 3).

### Funding History:

The Mann House has been approved for \$11,130.60 in grants since its designation in 2016:

- Chimney Restoration: Grant: \$4,753.88 amortized over two years (approved in 2017/ends in 2018);
- Shingle Replacement: Grant: \$6,006.00 amortized over two years (approved in 2017/ends in 2018); and
- Eavestroughs: Maintenance Grant: \$370.72 amortized over one year (approved in 2017).

### **Options to the Recommendation**

The project qualifies for funding under the Heritage Conservation Program. City Council could choose to deny the funding request; further direction would then be required.

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

Public and/or stakeholder consultation is not required.

**Policy Implications**

The project complies with Civic Heritage Policy No. C10-020.

**Financial Implications**

The total estimated cost of this project is \$4,995.00 and, under Civic Heritage Policy No. C10-020, it would qualify for 50% of the eligible costs. If the application is approved, the amount of this grant will be amortized over two years (\$1,248.75 annually) and will commence following completion.

The balance of the Heritage Reserve is \$123,005.53 and, under the Heritage Conservation Program, \$20,018.63 of this amount is available for financial incentives. The grant will be funded through the Heritage Reserve and will not impact the funding of new and existing projects.

**Other Considerations/Implications**

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

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

The Administration will process the grant payment once it is determined that the project is complete.

**Public Notice**

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

**Attachments**

1. Photograph of Subject Property
2. Photographs of Proposed Work
3. Mann House – Cost Estimates

**Report Approval**

Written by: Catherine Kambeitz, Heritage and Design Coordinator, Planning and Development

Reviewed by: Lesley Anderson, Director of Planning and Development

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

S/Reports/2017/PD/MHAC – Application for Funding Under the Heritage Conservation Program – Mann House (1040 University Drive)/gs/lc/ks

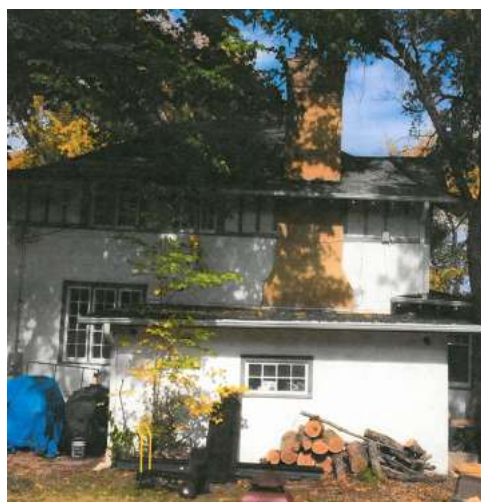


Source: City of Saskatoon, 2015

Photographs of Proposed Work



Main Chimney - 2015



**Mann House - Cost Estimates**

Item	Description of Work	Estimate
Chimney	<ul style="list-style-type: none"> <li>• Main Chimney Foundation Repair</li> </ul>	\$4,500.00

Subtotal:	\$4,500.00
Taxes:	\$ 495.00
Total Eligible Project Cost:	<u>\$4,995.00</u>
50% of Costs (City Contribution):	\$2,497.50
2 Years (Amortization):	\$1,248.75



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

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### **Application for Funding Under the Heritage Conservation Program – McLean Block (263 3rd Avenue South)**

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

1. That City Council rescind its resolution of May 23, 2017 with respect to approval of the application for funding under the Heritage Conservation Program for the McLean Block located at the 263 3rd Avenue South property;
2. That funding be approved, to a maximum of \$55,848.05, through the Heritage Conservation Program for the windows, roof repairs, and brickwork of the McLean Block located at 263 - 3rd Avenue South;
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
4. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

#### **History**

At the October 2, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department dated September 6, 2107 was considered.

Your Committee was advised that the Municipal Heritage Advisory Committee has also reviewed and supports the above proposed funding under the Heritage Conservation Program. The Administration has advised that the requested adjustment in the amortization period would not affect future funding projects.

Your Committee was further informed that City Council approved funding to a project with a larger scope for this property on May 23, 2017. This application reduces the scope of the project and asks for the repayment schedule to be accelerated from 10 to 5 years. It should be noted that City Council's resolution of May 23, 2017 will need to be rescinded in light of the revised funding request.

#### **Attachment**

September 6, 2017 Report of the General Manager, Community Services Department

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## **Application for Funding Under the Heritage Conservation Program - McLean Block (263 3rd Avenue South)**

### **Recommendation**

That a report be forwarded to the Standing Policy Committee on Planning, Development and Community Services with a recommendation to City Council:

1. That funding be approved, to a maximum of \$55,848.05, through the Heritage Conservation Program for the windows, roof repairs, and brickwork of the McLean Block located at 263 - 3<sup>rd</sup> Avenue South;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

### **Topic and Purpose**

The purpose of the report is to request funding, under the Heritage Conservation Program, for the McLean Block located at 263 3<sup>rd</sup> Avenue South.

### **Report Highlights**

1. The McLean Block is a Municipal Heritage Property in Saskatoon's downtown. The commercial property is valued for its architecture and contribution to the 3<sup>rd</sup> Avenue streetscape. The building qualifies for financial support under the Heritage Conservation Program.
2. Funding for the replacement of several windows, roof repairs, and brickwork was approved by City Council on May 23, 2017.
3. The property owners have revised the scope of their project and are requesting a reduced grant with a shorter amortization period.

### **Strategic Goal**

Under the City of Saskatoon's Strategic Goal of Sustainable Growth, this report supports the preservation of the character of heritage buildings and historical landmarks.

### **Background**

The Heritage Conservation Program, under Civic Heritage Policy No. C10-020, provides funding for designated Municipal Heritage Properties for the conservation and rehabilitation of the character-defining elements of a heritage property. Financial incentives include a grant for 50% of the eligible costs of a project, to a maximum of \$150,000 over a ten-year period. A property owner may make more than one application within that period provided that the total amount does not exceed \$150,000.

In early 2017, the property owners requested funding to replace eight upper-storey windows, perform brick repair and repointing, install seven new custom windows on the north side of the third floor, and perform roof repairs.

This conservation project and funding request was reviewed and supported by the Municipal Heritage Advisory Committee and subsequently approved by City Council at its May 23, 2017 meeting. The maximum amount received for the project was \$64,630.69 in the form of a grant amortized over a ten-year period.

## **Report**

### McLean Block

Constructed in 1912, the McLean Block is representative of commercial buildings erected in Saskatoon during the pre-World War I building boom. Constructed of brick and stone, the building presented the image of permanency and modernism desired by the burgeoning business community during that period. The McLean Block was designated as a Municipal Heritage Property in 2006.

### Revised Scope of Project and Amortization Period

The property owners are requesting that the amortization period of the funding incentive be reduced from ten years to five years to financially accommodate the project. They have also reduced the scope of their project as it relates to the roof repairs. The estimated cost for this project is \$111,696.10. The reduction in total costs from the previous estimate is \$17,565.30 (see Attachment 2). The owner qualifies for a maximum of \$55,848.05 in the form of a grant amortized over a five-year period.

## **Options to the Recommendation**

The project qualifies for funding under the Heritage Conservation Program. City Council could choose to deny the revised funding request; further direction would then be required.

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

Public and/or stakeholder consultation is not required.

## **Policy Implications**

The project complies with Civic Heritage Policy No. C10-020.

## **Financial Implications**

The total estimated cost of this project is \$111,696.09 and, under Civic Heritage Policy No. C10-020, the project would qualify for a grant for 50% of the eligible costs. If the application is approved, the amount of this grant will be amortized over five years and commence following completion of the project.

The balance of the Heritage Reserve is \$123,005.53; \$20,018.63 of which is available for financial incentives under the Heritage Conservation Program. The grant will be



funded through the Heritage Reserve and will not impact the funding of new and existing projects.

**Other Considerations/Implications**

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

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

Once it is determined that the project is complete, the Administration will process the grant payment.

**Public Notice**

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

**Attachments**

1. McLean Block – City Council Resolution and Report
2. McLean Block – Revised Funding

**Report Approval**

Written by: Catherine Kambeitz, Heritage and Design Coordinator, Planning and Development

Reviewed by: Lesley Anderson, Director of Planning and Development

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

S/Reports/2017/PD/MHAC – Application for Funding Under the Heritage Conservation Program – McLean Block (263 3<sup>rd</sup> Ave S)/lc

# McLean Block - City Council Resolution and Report

## PUBLIC RESOLUTION REGULAR BUSINESS MEETING OF CITY COUNCIL

**Main Category:** 8. CONSENT AGENDA

**Sub-Category:** 8.1. Standing Policy Committee on Planning, Development and Community Services

**Item:** 8.1.2. Application for Funding Under the Heritage Conservation Program – McLean Block (263 3rd Avenue South) [File No. CK. 710-55 and PL. 907-1]

**Date:** May 23, 2017

*Any material considered at the meeting regarding this item is appended to this resolution package.*

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**Moved By:** Councillor Jeffries  
**Seconded By:** Councillor Davies

1. That funding be approved, to a maximum of \$64,630.69, through the Heritage Conservation Program for the windows, roof repairs, and brickwork of the McLean Block located at 263 - 3<sup>rd</sup> Avenue South;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

In Favour: Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk and Councillor Jeffries

**CARRIED UNANIMOUSLY**

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## Application for Funding Under the Heritage Conservation Program - McLean Block (263 - 3rd Avenue South)

### Recommendation

That a report be forwarded to the Standing Policy Committee on Planning, Development and Community Services with a recommendation to City Council:

1. That funding be approved, to a maximum of \$64,630.69, through the Heritage Conservation Program for the windows, roof repairs, and brickwork of the McLean Block located at 263 - 3<sup>rd</sup> Avenue South;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

### Topic and Purpose

The purpose of the report is to request funding, under the Heritage Conservation Program, for the McLean Block located at 263 - 3<sup>rd</sup> Avenue South.

### Report Highlights

1. The McLean Block is a Municipal Heritage Property in Saskatoon's downtown. The commercial property is valued for its architecture and contribution to the 3<sup>rd</sup> Avenue streetscape. The building qualifies for financial support under the Heritage Conservation Program.
2. Funding is being requested for proposed work on the building that includes the replacement of several windows, roof repairs, and brickwork.

### Strategic Goal

Under the City of Saskatoon's (City) Strategic Goal of Sustainable Growth, this report supports the preservation of the character of heritage buildings and historical landmarks.

### Background

The Heritage Conservation Program, under Civic Heritage Policy No. C10-020, provides funding for designated Municipal Heritage Properties for the conservation and rehabilitation of the character-defining elements of a heritage property. Financial incentives include a grant for 50% of the eligible costs of a project, to a maximum of \$150,000.

### Report

#### McLean Block

Constructed in 1912, the McLean Block is representative of commercial buildings erected in Saskatoon during the pre-First World War building boom. Constructed of brick and stone,

the building presented the image of permanency and modernism desired by the burgeoning business community during that period. The McLean Block was designated as a Municipal Heritage Property in 2006.

#### Windows, Roof Repairs, and Brickwork

The property owner of the McLean Block intends to continue conservation work on the building. The McLean Block has been previously approved for funding in the form of tax abatements under the City's Heritage Conservation Program:

- 1) in 2008 for a new roof surface - \$9,750; and
- 2) in 2015 for the repair and re-pointing of the brick façade - \$36,000.

Civic Heritage Policy No. C10-020 states that a property owner can make more than one application within the initial ten-year period, which began in 2008.

The property owner is requesting funding to replace eight upper-storey windows with bronze anodize-framed windows that will be the same shape and size of the existing windows (see Attachment 1). The windows will match the colour of those installed on the lower portion of the building. This work was approved by the Municipal Heritage Advisory Committee in 2014. The brick repair and re-pointing was considered at the same time.

Additional work includes seven new custom windows on the north side of the 3<sup>rd</sup> floor, and roof repairs and brickwork repairs along the north and west side of the 3<sup>rd</sup> floor and chimney. All proposed work will respect the existing character and heritage of the building.

The Heritage Conservation Program provides funding for up to 50% of costs related to restoration of the heritage elements of the property. For this project, the owner qualifies for a maximum of \$64,630.69 in the form of a grant amortized over a ten-year period (see Attachment 2).

#### **Options to the Recommendation**

The project qualifies for funding under the Heritage Conservation Program. The only option would be for City Council to deny the funding request.

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

Public and/or stakeholder consultations are not required.

#### **Policy Implications**

The project complies with Civic Heritage Policy No. C10-020.

#### **Financial Implications**

The total estimated cost of this project is \$129,261.39, and under Civic Heritage Policy No. C10-020, the project would qualify for 50% of the eligible costs. If the application is approved, the amount of this grant will be amortized for ten years and will commence following completion.

**Application for Funding Under the Heritage Conservation Program - McLean Block  
(263 - 3rd Avenue South)**

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The balance of the Heritage Reserve is \$143,545.01, of which \$49,157.52 is available for financial incentives under the Heritage Conservation Program. The grant will be funded through the Heritage Reserve and will not impact the funding of new and existing projects.

**Other Considerations/Implications**

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

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

Once it is determined that the project is complete, the Administration will process the grant payment.

**Public Notice**

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

**Attachments**

1. Replacement Window Shape and Size
2. McLean Block – Cost Estimates

**Report Approval**

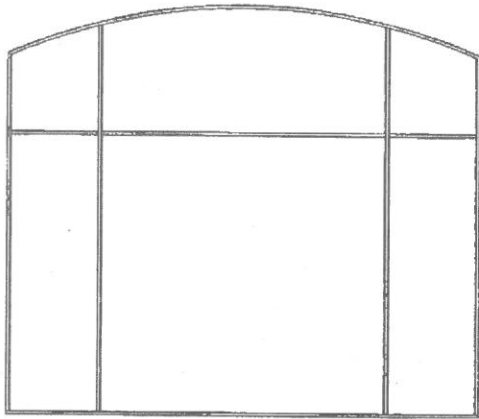
Written by: Catherine Kambeitz, Heritage and Design Coordinator, Planning and Development

Reviewed by: Lesley Anderson, Director of Planning and Development

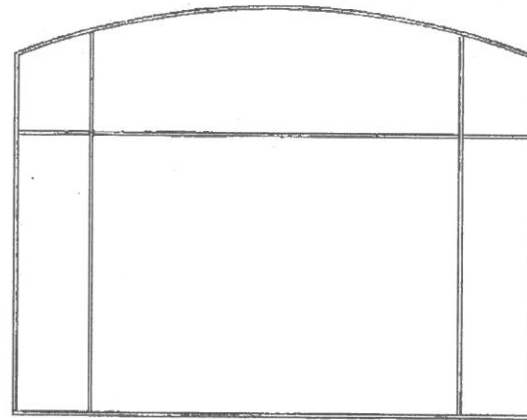
Approved by: Kara Fagnou, Acting General Manager, Community Services Department

S/Reports/2017/PD/MHAC – Application for Funding Under the Heritage Conservation Program – McLean Block (263 – 3<sup>rd</sup> Avenue South)/ks

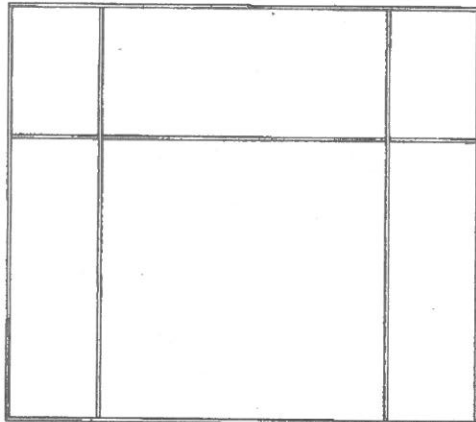
## Replacement Window Shape and Size



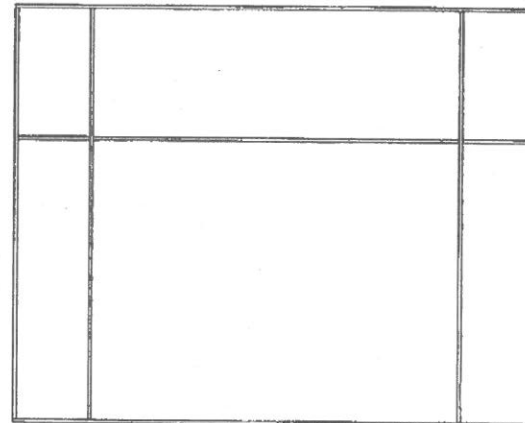
2 WINDOWS REQUIRED



2 WINDOWS REQUIRED



2 WINDOWS REQUIRED



2 WINDOWS REQUIRED



**McLean Block - Costs Estimates**

<b>Item</b>	<b>Description of Work</b>	<b>Estimate</b>
Windows (façade)	<ul style="list-style-type: none"> <li>• Supply and installation of eight custom windows</li> <li>• Removal of existing windows</li> </ul>	\$50,100.95
Windows (north side – 3 <sup>rd</sup> floor)	<ul style="list-style-type: none"> <li>• Supply and installation of seven custom windows</li> </ul>	\$12,680.95
Roof	<ul style="list-style-type: none"> <li>• Comprehensive roof repairs</li> <li>• Roof hatch with safety ladder</li> <li>• Duplicate new roof for 2<sup>nd</sup> window well (2<sup>nd</sup> floor north side)</li> </ul>	\$26,460.00
Brickwork	<ul style="list-style-type: none"> <li>• Repairs on north side 3<sup>rd</sup> floor, back side 3<sup>rd</sup> floor, and chimney</li> </ul>	\$28,268.45

Subtotal:	\$117,510.35
Taxes:	<u>\$ 11,751.04</u>
Total Eligible Project Cost:	<u>\$129,261.39</u>
50% of Costs (City Contribution):	\$ 64,630.69
10 Years (Amortization):	\$ 6,463.06



**McLean Block – Revised Funding**

<b>Item</b>	<b>Description of Work</b>	<b>Previous Estimate</b>	<b>Current Estimate</b>
Windows (facade)	<ul style="list-style-type: none"> <li>Supply and install eight custom windows</li> <li>Remove existing windows</li> </ul>	\$50,100.95	\$50,100.95
Windows (third floor north side)	<ul style="list-style-type: none"> <li>Supply and install seven custom windows</li> </ul>	\$12,680.95	\$12,680.95
Roof	<ul style="list-style-type: none"> <li>Comprehensive roof repairs</li> <li>Roof hatch with safety ladder</li> <li>Duplicate new roof for second window well (second floor north side)</li> </ul>	\$26,460.00	\$14,650.00
Brickwork	<ul style="list-style-type: none"> <li>Repairs on third floor north side, third floor back side, and chimney</li> </ul>	\$28,268.45	\$24,110.00

Subtotal:	\$117,510.35	\$101,541.90
Taxes:	\$ 11,751.04	\$ 10,154.20
Total Eligible Project Cost:	<u>\$129,261.39</u>	<u>\$111,696.10</u>
50% of Costs (City Contribution):	\$ 64,630.69	\$ 55,848.05
10 Years / 5 Years (Amortization):	\$ 6,463.06	\$ 11,169.61



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

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### **Naming Major Projects – Amendments to Naming of Civic Property and Development Areas Policy No. C09-008**

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

1. That the proposed amendments to Naming of Civic Property and Development Areas Policy No. C09-008 be approved; and
2. That Administration provide an attachment to the policy which would lay out the processes for naming major infrastructure and refer to the Naming Advisory Committee for review.

#### **History**

At the October 2, 2017 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department dated September 14, 2017 was considered. Your Committee was advised that the Naming Advisory Committee has considered and supports the proposed amendments to the policy.

Your Committee also supports the proposed amendments and is requesting that the Administration prepare an attachment to the policy which would explain the processes for naming major infrastructure and have this reviewed by the Naming Advisory Committee as well.

#### **Attachment**

September 14, 2017 Report of the General Manager, Community Services Department

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## **Naming Major Projects – Amendments to Naming of Civic Property and Development Areas Policy No. C09-008**

### **Recommendation**

That a copy of this report be submitted to the Standing Policy Committee on Planning, Development and Community Services to recommend to City Council that the proposed amendments to Naming of Civic Property and Development Areas Policy No. C09-008 be approved.

### **Topic and Purpose**

The purpose of this report is to amend Naming of Civic Property and Development Areas Policy No. C09-008 such that City Council applies a name during the planning stages of major municipally-owned or controlled facilities, including bridges.

### **Report Highlights**

1. Naming of Civic Property and Development Areas Policy No. C09-008 (Naming Policy) has been reviewed, and amendments are proposed to clarify that major municipally-owned or controlled facilities, including bridges, are named by City Council prior to their opening and use.

### **Strategic Goal**

This report supports the City of Saskatoon's (City) Strategic Goal of Continuous Improvement through continued monitoring and updating of City policies, as required.

### **Background**

During its January 25, 2016 meeting, City Council resolved, in part:

- “1. That City Council amend the naming policy process such that Council applies a name during the planning stages of major projects and that the Administration report back with specific wording.”

### **Report**

#### **Naming Policy Amendments**

The Naming Policy requires minor amendments to clarify that City Council applies a name to major municipally-owned or controlled facilities, including bridges, prior to their opening and use. This clarification is required to ensure ease of identification and avoidance of confusion for the public regarding major municipal facilities, particularly for navigational purposes. Minor amendments for consistency in wording are also included. The proposed amendments to the Naming Policy are included in Attachment 1.

**Options to the Recommendation**

City Council has the option to not amend the Naming Policy and maintain the status quo.

**Public and/or Stakeholder Involvement**

There is no public or stakeholder involvement required for this amendment to the Naming Policy.

**Policy Implications**

Upon approval by City Council, the Naming Policy will be amended, as outlined in the report.

**Other Considerations/Implications**

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

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

No follow-up is required.

**Public Notice**

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

**Attachment**

1. Proposed Amendments to Naming of Civic Property and Development Areas Policy No. C09-008

**Report Approval**

Written by: Daniel McLaren, Planner, Planning and Development

Reviewed by: Lesley Anderson, Director of Planning and Development

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

S/Reports/2017/PD/NAC – Naming Major Projects – Amendments to Naming of Civic Property and Development Areas Policy  
No. C09-008/ks

## Proposed Amendments to Naming of Civic Property and Development Areas Policy No. C09-008

\*\*Please note that highlighted ~~strikethroughs~~ denote proposed removal and highlighted **bolding** denotes proposed changes/additions\*\*

# CITY OF SASKATOON COUNCIL POLICY

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NUMBER  
C09-008

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<b>POLICY TITLE</b> <i>Naming of Civic Property and Development Areas</i>	<b>ADOPTED BY:</b> <i>City Council</i>	<b>EFFECTIVE DATE</b> <i>November 18, 1991</i>
		<b>UPDATED TO</b> <i>March 27, 2017</i>
<b>ORIGIN/AUTHORITY</b> <i>Planning and Development Committee Report No. 33-1991; Planning and Operations Committee Report No. 17-2000; Administrative Reports No. 9-2002, 1-2005, 10-2008; Executive Committee Report No. 7-2014; and Item 8.1.2 Standing Policy Committee on Planning, Development and Community Services – March 27, 2017.</i>	<b>CITY FILE NO.</b> <i>CK. 500-1 &amp; 6310-1, 6310-0 and PL. 4001-5</i>	<b>PAGE NUMBER</b> <i>1 of 11</i>

### 1. PURPOSE

To ensure proper screening of suggested names and consistency with Council naming guidelines, and to avoid duplication in the naming of municipally-owned or controlled facilities, streets, suburban development areas, neighbourhoods, and parks.

### 2. DEFINITIONS

- 2.1 Municipally-owned or Controlled Facility - any building, or structure owned by or under the direction and control of the City, including bridges, civic buildings, firehalls, substations, etc. The naming of halls, rooms, or other facilities within a municipally-owned or controlled facility, and libraries are excluded from this policy.
- 2.2 Names Master List – a master list, kept in the Mayor’s Office, containing all screened and approved name suggestions for naming municipally-owned or controlled facilities, streets, suburban development areas, neighbourhoods, and parks. The Names Master List is divided into two categories: Assigned Names and Unassigned Names.
- 2.3 Neighbourhood - for purposes of this policy, a neighbourhood is any residential development area recognized by the City of Saskatoon ~~Development Plan~~ **Official Community Plan** as a neighbourhood, or a residential section having distinguishing characteristics.

# CITY OF SASKATOON COUNCIL POLICY

NUMBER

C09-008

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Naming of Civic Property and Development Areas</i>	<i>November 18, 1991</i>	<i>March 27, 2017</i>	<i>2 of 11</i>

- 2.4 Suburban Development Area - an area consisting of multiple neighbourhoods and includes housing and related facilities for approximately 50,000 persons.
- 2.5 Street - for the purpose of this policy, a street is any roadway (excluding laneways and unimproved right-of-ways) under the direction and control of the City of Saskatoon.
- 2.6 Special Street Name – for the purpose of this policy, a special street name is a name assigned to an existing roadway on either a temporary or permanent basis that is symbolic and does not replace the legal street name.
- 2.7 Park - for the purpose of this policy, a park is any area owned or controlled by the City for which the primary uses are the provision of leisure services and beautification of the community. Small pieces of City land not suitable for Park development are excluded from this policy. The naming of sports fields, dog parks, or other amenities within a park are excluded from this policy. Leisure Centres and other community centres that may be located in a park are not excluded from this policy.

### 3. POLICY

Suburban Development Areas, Neighbourhoods, Streets, Parks and major municipally-owned or controlled facilities, shall be named. Names are to be chosen from a pre-screened Names Master List.

#### 3.4 Suggestions for Adding to Names Master List

- a) All suggestions for adding names to the Names Master List ~~for naming of municipally-owned or controlled facilities, streets, suburban development areas, neighbourhoods and parks~~ shall be submitted to the Community Services Department, Planning and Development Division.
- b) All suggestions will be screened by the Naming Advisory Committee and **will then be** forwarded to City Council **with a recommendation for approval**.
- c) Special street names will be considered on a case-by-case basis and will not form part of the Names Master List.

# CITY OF SASKATOON COUNCIL POLICY

NUMBER

C09-008

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Naming of Civic Property and Development Areas</i>	<i>November 18, 1991</i>	<i>March 27, 2017</i>	<i>3 of 11</i>

## 3.5 Requests for Naming Specific Municipally-Controlled Property

- a) All requests for a name to be applied to a specific municipally-owned or controlled facility, street, suburban development area, neighbourhood or park shall be submitted to the Community Services Department, Planning and Development Division.
- b) The Naming Advisory Committee will screen all requests for naming a specific municipally-controlled property and **will then** forward a recommendation to Council **for approval**.
- c) **Naming will be approved prior to the opening of the specific municipally-controlled property.**

## 3.6 Requests for Renaming a Specific Civic Municipally-Controlled Property

- a) All requests for **the specific** renaming **a of** municipally-owned or controlled facilities, streets, suburban development areas, neighbourhoods, or parks shall be submitted to the Community Services Department, Planning and Development Division.
- b) The Community Services Department, Planning and Development Division shall **reasonably** notify all property owners, civic departments, agencies, community associations, etc. who may be affected by the proposed renaming and gather comments.
- c) The Naming Advisory Committee will screen all requests for renaming any municipally-controlled property and **will** forward a recommendation to Council **for approval**.
- d) The City of Saskatoon will not normally provide compensation for any costs associated with a name change.

## 3.9 Naming Contests

- a) Any naming contests to name municipally-owned or controlled facilities, streets, suburban development areas, neighbourhoods or parks shall be consistent with the intent of this policy.
- b) Naming contest rules will be **reviewed approved** by the Naming Advisory Committee and **approved by** City Council.

# CITY OF SASKATOON COUNCIL POLICY

NUMBER

C09-008

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Naming of Civic Property and Development Areas</i>	<i>November 18, 1991</i>	<i>March 27, 2017</i>	<i>4 of 11</i>

## 4. RESPONSIBILITIES

### 4.1 City Council

- a) Approves all names to be included on the Names Master List for naming municipally-owned or controlled facilities, streets, suburban development areas, neighbourhoods and parks.
- b) Receives and approves all requests for naming, or renaming, specific municipally-owned or controlled facilities, streets, suburban development areas, neighbourhoods or parks, including requests for special street names.

### 4.2 Office of the Mayor

- a) Selects names from the Names Master List for municipally-owned or controlled facilities, streets, suburban development areas, neighbourhoods and parks upon request from the Community Services Department.
- b) Keeps the Names Master List on file for use when appropriate.
- c) Notifies the nominator and/or family when a name is selected for use.

### 4.3 Naming Advisory Committee

- a) Recommends amendments to this policy to City Council.
- b) Screens all suggestions for adding new names to the Names Master List, for naming a specific municipally-controlled property, and for renaming of any municipally-controlled property, and forwards a recommendation recommends support or non-support of suggestion to City Council.
- c) Reviews and screens all requests for special street names and forwards a recommendation to City Council.

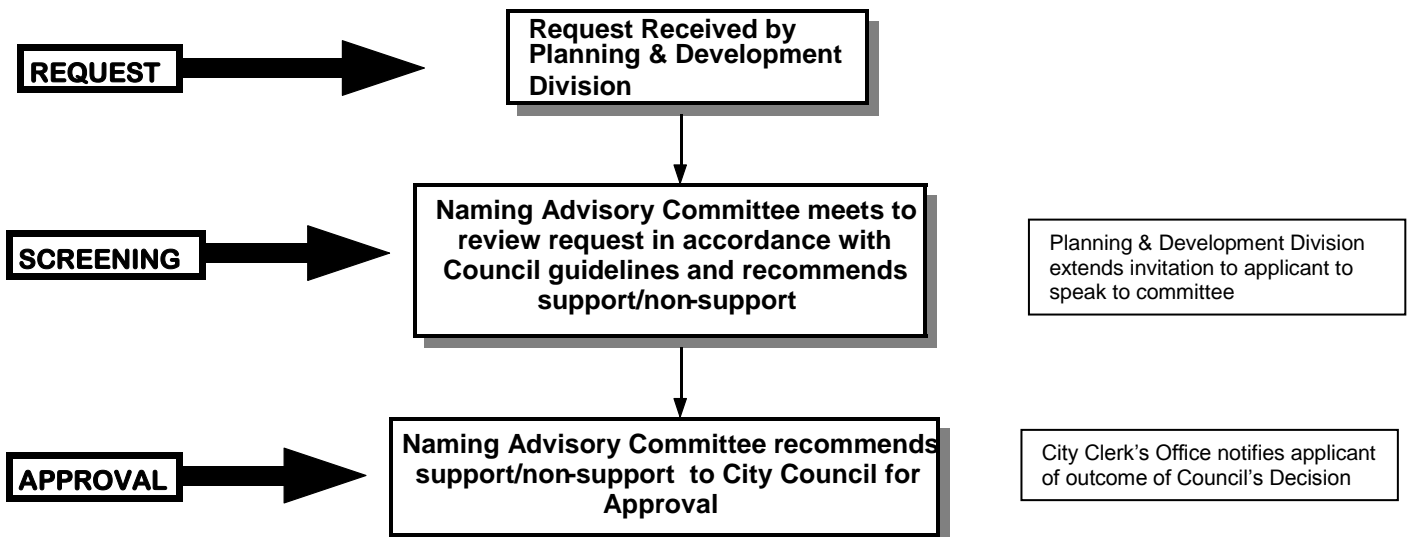


# CITY OF SASKATOON COUNCIL POLICY

NUMBER  
C09-008

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Naming of Civic Property and Development Areas</i>	<i>November 18, 1991</i>	<i>March 27, 2017</i>	<i>5 of 11</i>

## PROCEDURE FOR HANDLING NAMING REQUESTS FOR SPECIFIC CIVICMUNICIPALLY-CONTROLLED PROPERTY

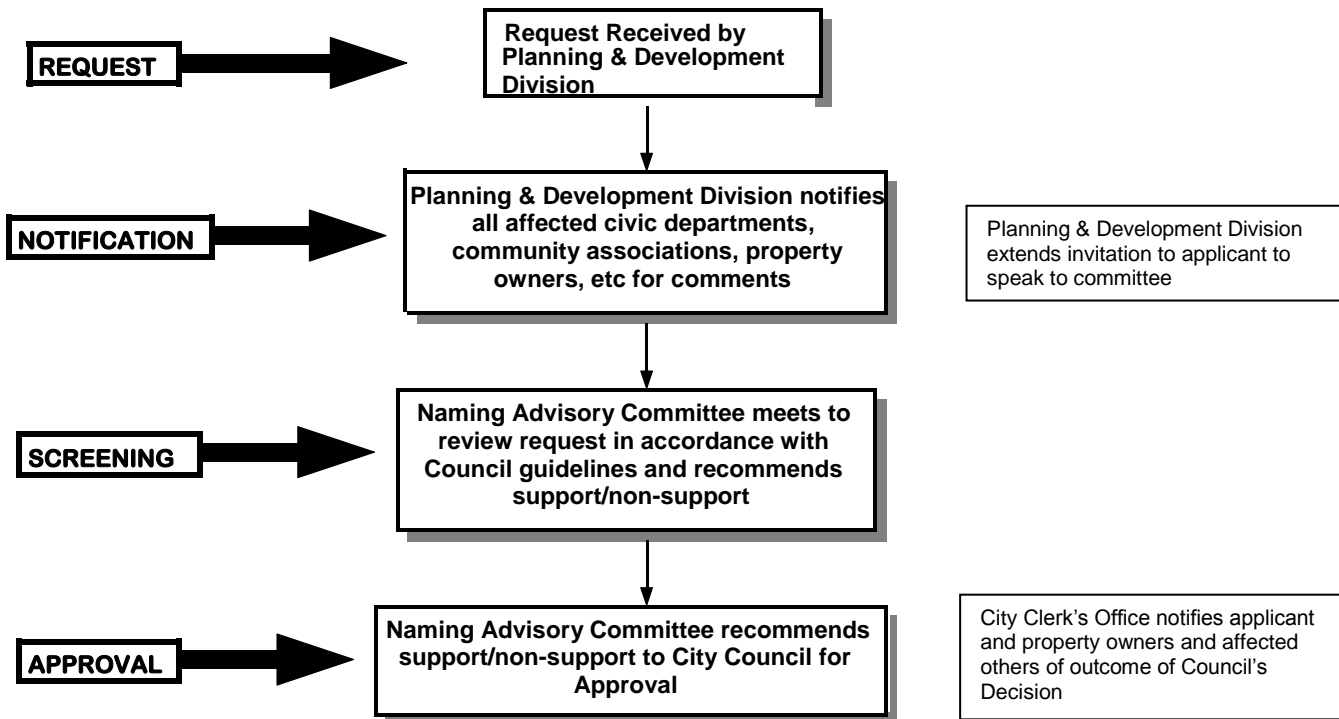


# CITY OF SASKATOON COUNCIL POLICY

NUMBER  
C09-008

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Naming of Civic Property and Development Areas</i>	<i>November 18, 1991</i>	<i>March 27, 2017</i>	<i>6 of 11</i>

## PROCEDURE FOR HANDLING REQUESTS FOR RENAMING SPECIFIC CIVICMUNICIPALLY-CONTROLLED PROPERTY





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

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### **Projects and Initiatives Prioritization – Community Standards Division**

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

That the information be received.

#### **History**

At the October 2, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated October 2, 2017, was considered. Your Committee requested that the report be forwarded to City Council.

Your Committee has also requested a further report on how to build capacity to be able to address policy issues outlined in the list provided in Attachment 3 of the October 2, 2017 report of the General Manager, Community Services in a more timely manner.

#### **Attachment**

October 2, 2017 Report of the General Manager, Community Services Department

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## Projects and Initiatives Prioritization - Community Standards Division

### Recommendation

That the information be received.

### Topic and Purpose

The purpose of this report is to provide a prioritized outline of the various policy development and business supporting projects and initiatives facing the Community Standards Division, and to present a timeline for delivery.

### Report Highlights

1. The Community Standards Division (Community Standards) is comprised of three core business sections: Business Licensing, General Bylaw Enforcement, and Parking Services.
2. The operation of a licensing and compliance-based business requires ongoing policy review and business development outside of day-to-day operation.
3. The 2018 - 2021 business plan outlines the various non-operational initiatives and projects to be undertaken and presents a timeline for delivery within current resource levels.

### Strategic Goals

This report supports the City of Saskatoon's (City) Strategic Goals of Continuous Improvement, Sustainable Growth, and Quality of Life by providing coordinated communication and delivery of bylaw services, promoting healthy standards and development practices, providing education, and equipping residents to be engaged in their community.

### Background

Community Standards (Community Standards) is founded on the following principles:

- 1) to be the communication focal point for customers seeking assistance in bylaw or regulatory compliance;
- 2) to provide an effective delivery model for bylaw enforcement to ensure the customer is provided a smooth and consistent experience; and
- 3) to be accountable for the stewardship, development, and maintenance of standards, regulations, and bylaws pertaining to maintaining a healthy community.

These principles reflect and align with the mandate of Service Saskatoon. In effect, Community Standards is a complete embodiment of the Service Saskatoon vision within the distinct business of bylaw enforcement and permit delivery. The third principle supports the day-to-day operation of the first and second principles and, therefore,

effective policy review and development is a necessary aspect of Community Standards.

## **Report**

### Daily Operation and Core Business Units

The daily operation of Community Standards involves three general core business sections:

- 1) Business Licensing;
- 2) Bylaw Enforcement; and
- 3) Parking Services.

These three sections reflect the founding principles and represent requirements to support Community Standards' mandate. Attachment 1 provides details on each of the business sections and their current mandate of responsibilities.

Each of the business sections are guided by three basic functions, ensuring all of Community Standards' work is aligned. These functions include:

- 1) customer service;
- 2) day-to-day program operations; and
- 3) policy review and business development.

### Policy Review and Business Development

Within current staffing levels across Community Standards, more than 90% of the daily activities are operational. The operational components are those that reoccur daily and occupy the first two of the three basic functions previously listed.

Community Standards largely resembles the business sections that originally formed it. The formation of Community Standards, and the need to align the basic functions, confirm the overarching need for policy review and business development.

Community Standards has developed in a methodical, prioritized fashion and the first two founding principles (communication focal point and effective delivery model) have seen positive progress. Achievements in these areas since 2015 can be seen in Attachment 2. While ongoing focus is applied to these areas, attention is now being turned toward the non-operational policy reviews and business supporting practices that need special project focus.

### Business Plan Initiatives and Projects

As part of the annual business planning of Community Standards, a detailed list of foreseen initiatives and projects has been developed, and are identified in Attachment 3. Initiative descriptions, Council Priority, and Service Saskatoon alignment are identified, the current status is noted, and a prioritized initiation and completion schedule is presented. This prioritization has been developed in consideration of known current and future resourcing. Expediting or altering timelines may require resourcing increases and additional funding sources.

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

Stakeholder consultation and public engagement is critical in each of the policy and business development projects outlined. As each project is undertaken, stakeholder management plans will be developed, including the groups identified in Attachment 3. All future reports accompanying the completion and recommendation of new policies will include a stakeholder management plan and feedback.

### **Policy Implications**

A number of existing policies and bylaws have been identified and will be considered for renewal as the business plan is fulfilled. As each of these initiatives is brought forward, the accompanying policy implications will be highlighted at that time.

### **Other Considerations/Implications**

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

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

Community Standards' progress will be reported annually, beginning early in 2018. The Administration would be open to further direction and follow-up from the Standing Policy Committee on Planning, Development and Community Services regarding prioritization and resourcing of the identified business plan projects and initiatives.

### **Public Notice**

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

### **Attachments**

1. Community Standards Business Section Description
2. Community Standards Priority Achievements
3. Community Standards Prioritized Initiatives

### **Report Approval**

Written by: Andrew Hildebrandt, Director of Community Standards

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

S/Reports/2017/CS/PDCS – Projects and Initiatives Prioritization – Community Standards Division/lc

## Community Standards Business Section Description

The Community Standards Division consists of three general service sections: Licensing and Permitting, Bylaw Enforcement, and Parking.

### 1 Licensing and Permitting Section

The Licensing and Permitting Section ensures the appropriate development of the business community through the application of Business License Bylaw No. 8075 and all related policies. This section is also the primary location for detailed bylaw policy review and development. Section responsibilities include:

- a) reviewing applications for new and renewed business licenses, supporting the development of new businesses, and ensuring that development standards are met for the types of businesses involved;
- b) amending related policies and regulations in line with changing technologies and community trends;
- c) collecting and disseminating critical licensing and business profile data for various publications;
- d) publishing the Business Start-Up Guide, submitting annual reports, and creating other information brochures and documents; and
- e) reviewing applications for sign permits and portable sign licenses, outdoor sidewalk cafes, mobile food trucks, and food carts.

This section continues developing as part of the Community Standards Division and progress is currently underway for this section's mandate to include Taxi Licensing, Street Use Permitting, and other business-related licensing programs such as Short-Term Accommodations.

### 2 Bylaw Enforcement Section

The Bylaw Enforcement Section is the business unit responsible for delivering an enhanced bylaw enforcement experience to citizens. This section currently encompasses the community bylaw enforcement components that generally promote being a good neighbour in Saskatoon, including: zoning, right-of-way, and drainage bylaw inspections. Also included are functional working relationships with police, fire inspectors, and environmental protection officers to coordinate delivery of these bylaws. This section seeks to establish efficient and effective cross-trained teams, delivering an aligned customer service experience with an accountable single point of communication. Section responsibilities currently include:

- a) providing development permit enforcement, administering the Legalizing Existing Suites Program, investigating land use complaints, and enforcing Zoning Bylaw No. 8770;
- b) receiving complaints about improper right of way usage and providing appropriate notification, enforcement, and education under Traffic Bylaw No. 7200;

- c) administering Sidewalk Clearing Bylaw No. 8463 and ensuring safe, accessible neighbourhoods; and
- d) responding to and inspecting drainage complaints, applying bylaw enforcement under Drainage Bylaw No. 8379, and educating property owners regarding proper grading.

This section continues developing as part of the Community Standards Division and progress is currently underway for this section's mandate to include sewer use bylaw enforcement, property maintenance inspection, and other waste and environmentally-related dumping concerns. Coordination of activities with the Saskatoon Fire Department, aligned with Service Saskatoon principles, is a high priority.

### **3 Parking Section**

The Parking Section provides a coordinated and strategic approach to provision, regulation, enforcement, and collection services related to parking services in Saskatoon. Section responsibilities include:

- a) managing parking-related customer service inquiries and service support dispatching;
- b) administering permit types and inventories (e.g. Disabled Parking Permits, Veteran Parking Permits, and dignitary permits);
- c) developing, maintaining, and reviewing the policies and bylaws that govern enforcement and permitting activities;
- d) maintaining and operating parking meter infrastructure;
- e) collecting parking meter revenue;
- f) managing enforcement compliance via the City's Impound Lot;
- g) administering various parking policies and bylaws (e.g. Residential Parking Permits, and temporary reserved parking); and
- h) managing civic parking inventory.

This section continues to see an ongoing increase in demand, as well as the need to be flexible and strategic as the needs and expectations of a growing city continue to evolve. Other external pressures include the necessity to maintain revenue produced through compliance in order to maintain the support of financial business partners such as the Business Improvement Districts and the Urban Planning Section, Planning and Development Division.



# Community Standards Priority Achievements

## Community Standards Priority Achievements

Objectives	Achievements	Section
<b>Becoming the Communications Focal Point</b>		
Ensure internal/external customers can access various bylaw enforcement business units in a seamless way	Improvements to web/email access via streamlined online form and centralized email address	Bylaw Enforcement
	A one-stop hotline has been created to get all parking inquiries dispatched through one central number that is effectively monitored	Parking
Ensure strong internal communication connections for distribution of bylaw-related inquiries	Creation of Bylaw Enforcement Committee comprised of cross-corporate partners with monthly meetings	Bylaw Enforcement
	An internal Parking Committee has been formed to keep cross corporate partners up to date	Parking
	Licensing and enforcement connections have been strengthened within the Community Standards Division	Business Licensing
Provide citizens and customers with a tracking system and follow-up	Creation and implementation of the Bylaw Enforcement Network tracking and dispatch system ensuring seamless connection with the inspectors and providing feedback to citizens	Bylaw Enforcement
	Continuing to provide quality and responsive service related to licensing inquiries	Business Licensing
<b>Developing an Effective Bylaw Delivery Model</b>		
Create standardized training and visual identity of bylaw enforcement services	Regular monthly training sessions within the Bylaw Enforcement Committee and sharing of experience to align delivery styles	Bylaw Enforcement
Conduct service reviews of each unit to adjust operations to align with other bylaw services	Data tracked in Bylaw Enforcement Network is able to provide response time capabilities in each distinct bylaw team	Bylaw Enforcement
Provide an overall bylaw business that is unified and consistent across regulation and compliance types	All inspectors now work together and share information to ensure customers are approached consistently and holistically	Bylaw Enforcement
	Clarity and consistency has been built into the parking team to ensure, through the hotline, that citizens receive a consistent experience	Parking
Create tangible material to educate and empower citizens to be engaged in their community	Targeted pamphlets and education materials have been produced in alignment to educate and empower homeowners	Bylaw Enforcement

# Community Standards Prioritized Initiatives

## Bylaw Enforcement Section Initiatives

Initiated	Initiative Description	Current Status	Estimated Completion
<b>2017</b>	Centralized Inspection Files - Design and implement a standardized file sharing system that is field accessible for all inspectors to promote quality customer service through information sharing	<b>Initiated</b>	<b>Jan-18</b>
<b>2017</b>	Centralized Inspector Office - Transition inspection staff into centralized office location to facilitate inspection pool, knowledge sharing, and customer service improvements	<b>In Progress</b>	<b>Mar-18</b>
<b>2017</b>	Property Maintenance Inspection Program - Complete pilot of property maintenance inspection program and propose and implement long-term operational plan	<b>In Progress</b>	<b>2018</b>
<b>2017</b>	Sewer Use Bylaw - Complete bylaw implementation and transition the daily operational components of the new Sewer Use Bylaw into the Community Standards Division	<b>In Progress</b>	<b>2018</b>
<b>2017</b>	Bylaw Training Program - Develop and implement a standardized training program to promote safe inspections and standardized delivery for consistent customer service	<b>Initiated</b>	<b>2019</b>
<b>2018</b>	Easy to Read Bylaw Guide - Develop a customer-friendly print and online guide to educate and empower homeowners on bylaw responsibilities and expectations	<b>Not Started</b>	<b>2018</b>

## Licensing and Permitting Section Initiatives

Initiated	Initiative Description	Current Status	Estimated Completion
2017	Outdoor Music Requirements - Review current outdoor music regulations and guidelines and ensure alignment with current customer needs as requested by City Council	Not Started	Jan-18
2017	Landscaping Requirements - Review options to ensure landscaping is completed in conjunction with development of one- and two-unit dwellings as requested by City Council	In Progress	Feb-18
2017	Mobile Food Truck Policy Review - Conduct policy review and engagement and recommend changes with respect to current pilot program as requested by City Council	Reoccurring	Apr-18
2017	Parking Patio and Sidewalk Cafe Policy Review - Conduct policy review and engagement and recommend changes with respect to current pilot program as requested by City Council	Reoccurring	Apr-18
2018	Noise Bylaw Extension Approval Model - Review practices in other major cities and develop streamlined approval process for noise bylaw extensions as requested by City Council	Not Started	Apr-18
2017	Operation of Drones and UAVs in City Limits - Develop and propose a regulatory policy to approve operation of drones/UAVs within City limits as requested by City Council	In Progress	May-18
2019	Signage Regulation Review - Review bylaw amendments to update signage regulations in Zoning Bylaw No. 8770 as requested by City Council	Not Started	Oct-18
2018	Short-Term Accommodation Regulations - Conduct research and engagement and propose a regulatory model as requested by City Council	In Progress	Oct-18
2017	Taxi Licensing Model - Continue transition of taxi licensing and enforcement to the Community Standards Division, including ongoing consultation and policy development regulating Transportation Network Companies	In Progress	2019
2017	Drainage Regulatory Model - Continue engagement, research, and development toward recommending bylaw changes and a regulatory model to effectively govern drainage regulation	In Progress	2019
2018	Cannabis Regulations - Conduct research and engagement and propose a regulatory model in line with federal regulations	In Progress	Jul-18
2019	General Licensing - Initiate and complete transition of this function from Corporate Revenue to streamline customer service	Not Started	2019
2019	Signage Permitting Business - Review current program, and implement a revised cost-recovery program with appropriate fees	Not Started	2019
2020	Secondary Suite Regulation and Enforcement - Conduct research and engagement and propose a regulatory model	Not Started	2019
2020	Street Use Permitting Model - Transition permitting program to the Community Standards Division and review and propose new fees and costs recovered for businesses in line with current street use enforcement	Not Started	2019

## Parking Section Initiatives

Initiated	Initiative Description	Current Status	Estimated Completion
2017	Paid Parking Time Zone Extension - Review and report effectiveness of increased 3-hour time zones in paid parking areas as requested by City Council	Initiated	Dec-17
2017	Temporary Reserved Parking Program - Develop and implement new fees, rate classes, and business delivery model for temporary reserved parking, including special license groups (e.g. parking patios, etc.) as requested by City Council	Initiated	Jan-19
2017	Residential Parking Permit Program - Conduct research and engagement and present a new policy and bylaw to govern residential parking management issues as requested by City Council	Initiated	2019
2017	Service Alert Communication - Develop a simplified service alert system to trigger during unplanned system and parking application outages	In Progress	Jan-18
2017	Reduce Unpaid Parking Tickets - Develop and implement program to increase recovery of current \$2.5M in outstanding parking tickets	Initiated	May-18
2018	Enforcement Services Procurement - Issue Request for Proposals to procure new long-term vendor of enforcement services	Not Started	Jul-18
2018	Disabled Parking Program - Conduct review and engagement to propose changes to current permitting program	Not Started	Oct-18
2019	Meter Post Renewal - Determine long-term asset management plan for meter post reuse in line with urban landscape needs and to facilitate Temporary Reserved Parking Program	Not Started	2019
2017	Request for Review Process - Refine customer service and communication and realign resources to effectively manage parking ticket review requests	In Progress	2019
2019	Marketing/Rebranding Campaign - Design and implement a new marketing campaign to rebrand the parking business	Not Started	2019
2019	Signage Review, Replacement, and Management - Review state of current signage, develop replacement strategy, and implement ongoing response management - in line with rebranding and marketing	Not Started	2019
2020	Mailed Ticketing - Develop and implement staffing, system, and protocol to meet full system potential via mailed ticketing process	Not Started	2020
2019	Enforcement Route Optimization - Utilize large volumes of parking data to optimize enforcement routes and services	Not Started	2019
2020	Utility Finance Model - Design and propose a funding model that maintains investment in current stakeholders and the City but provides opportunities for parking business expansion and development	Not Started	2022
2019	New Parking System Procurement - Develop procurement plan to prepare for parking meter upgrades - replace following end of 2020 contract	Not Started	2021
2022	Consolidate City-Owned Lot Management - Develop and implement a new business model to more effectively and consistently utilize all City-owned parking facilities in line with parking study	Not Started	2023



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

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### **Proposed Amendments to Bylaw No. 7860, The Animal Control Bylaw, 1999 and Bylaw No. 8176, The Dangerous Animal Bylaw, 2003**

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

1. The proposed amendments to Bylaw No.7860, The Animal Control Bylaw, 1999 and Bylaw No. 8176, The Dangerous Animal Bylaw, 2003 as outlined in the October 2, 2017 report of the City Solicitor be approved; and
2. That the City Solicitor be requested to make the necessary amendments to Bylaw No. 7860, The Animal Control Bylaw, 1999, and Bylaw No. 8176, The Dangerous Animal Bylaw, 2003.

#### **History**

At the October 2, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the City Solicitor, dated October 2, 2017, was considered.

#### **Attachment**

October 2, 2017 Report of the City Solicitor

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## Proposed Amendments to Bylaw No. 7860, The Animal Control Bylaw, 1999 and Bylaw No. 8176, The Dangerous Animal Bylaw, 2003

### Recommendation

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

1. The proposed amendments to Bylaw No.7860, *The Animal Control Bylaw, 1999* and Bylaw No. 8176, *The Dangerous Animal Bylaw, 2003* as outlined in this report be approved; and
2. That the City Solicitor be requested to make the necessary amendments to Bylaw No. 7860, *The Animal Control Bylaw, 1999*, and Bylaw No. 8176, *The Dangerous Animal Bylaw, 2003*.

### Topic and Purpose

The purpose of this report is to request approval from City Council to amend Bylaw No. 7860, *The Animal Control Bylaw, 1999* (the “*Animal Control Bylaw*”) to:

- (a) clarify the boundaries of off-leash recreation areas;
- (b) reduce the SPCA holding period from 96 hours to 72 hours; and
- (c) increase the sustenance fee for animals held at the SPCA.

Further, approval is requested to amend Bylaw No. 8176, *The Dangerous Animal Bylaw, 2003* (the “*Dangerous Animal Bylaw*”) to:

- (a) clarify where animals, which have been declared dangerous, may be housed;
- (b) broaden how ownership of an animal is defined;
- (c) add a charge of failing to identify an animal; and
- (d) allow for issuance of a Notice of Violation for non-compliance of a Dangerous Animal Order.

### Strategic Goals

The recommendations in this report promote the City’s goal of continuous improvement and making Saskatoon the best-managed city in Canada by providing high-quality services to meet the dynamic needs and high expectations of our citizens.

## Report

One of the mandates of the Advisory Committee on Animal Control (“ACAC”) is to provide advice to City Council regarding proposed amendments to *The Animal Control Bylaw* and *The Dangerous Animal Bylaw*.

After a review of both *The Animal Control Bylaw* and *The Dangerous Animal Bylaw*, ACAC is recommending to City Council that a number of amendments be made to these Bylaws to improve upon enforcement mechanisms and to clarify and update certain aspects of these Bylaws for the general public where there may be ambiguity.

These amendments include the following:

### 1. *The Animal Control Bylaw*

- Clarify the boundaries of off-leash recreation areas:
  - At times, animal owners take the position that parking lots located adjacent to off-leash recreation areas (“OLRA”) are included as part of the OLRA. While the maps of the OLRA contained in the Bylaw clearly show that parking lots are not considered OLRA, adding that specific statement in the Bylaw will provide language that can be directly referred to by the Saskatoon Animal Control Agency (“SACA”) when educating animal owners.
- Reduce the SPCA holding period from 96 hours to 72 hours:
  - When animals are brought into the SPCA by SACA, the Bylaw currently requires that these animals be held for a period of 96 hours before they can be adopted out. The SPCA publicizes these animals in hopes that an owner comes forward, but it is rare that this occurs after a 72 hour period passes. The current holding period exposes animals to the general stress of the shelter and to potential diseases. An amendment is proposed to reduce the holding period from 96 hours to 72 hours to allow for these animals to be adopted out to a family sooner and lessen the strain on the limited resources of the SPCA.
- Sustenance fee for animals being held at the SPCA:
  - The sustenance fee is the amount charged back to animal owners when the animal is in the care of the SPCA. The sustenance fee is intended to cover the cost of the care and food for these animals. The fee has not been increased from \$10.00 per day since it was first implemented in 1999, while the costs of care and food for animals has increased. An increase of \$5.00 per day to the sustenance fee is proposed.

### 2. *The Dangerous Animals Bylaw*

- Clarify where animals which have been declared dangerous may be housed:
  - Animals which have been declared dangerous are required to be in an enclosure when outside, which must be built in accordance with the provisions of the Bylaw. In addition, owners are permitted to keep an animal which has been declared dangerous in their own residence. This allowance

- is not contained in the Bylaw but is something that the court recognizes. An amendment is proposed that would allow for dangerous animals to be either in an enclosure when outside or inside the residence of the owner.
- Further, the Bylaw requires that an enclosure include “adequate light and ventilation”, however, it is being proposed that this provision be amended to consider the well-being of the animal by requiring that *natural* light is a component of constructing an enclosure.

The City Solicitor’s Office has also identified amendments to further improve upon enforcement and provide greater clarity for the court. These amendments include the following:

**1. *The Dangerous Animals Bylaw***

- Broaden how ownership of an animal is defined:
  - The Bylaw currently contains a singular definition of owner. In some cases, there is more than one owner of an animal or there are circumstances in which the actual “owner”, as defined by the Bylaw, is incapacitated or has moved away. It is proposed that the definition of owner be broadened so that more than one person may be charged in the case of a dangerous animal or that a person who has been entrusted with an animal may also be charged, as the case may be. This will ensure that the provisions of a Dangerous Animal Order are met and that enforcement of the Order is not at issue, since the provisions of the Order are the responsibility of the animal owner.
- Add a charge of failing to identify animal:
  - There are cases in which an animal owner will own two very similar or identical looking animals. When proceeding with a dangerous animal charge, it is imperative that the offending animal be identified. Those who know both animals are best equipped to satisfy this requirement. In some instances, to avoid a charge, an owner will refuse to identify the offending animal in cases where there is no question that one of the animals was involved in an incident. Adding an offence of “failing to identify” would put the onus on the owner of the animal rather than the person who was attacked and may not have been in a state of mind to take note of identifying features of an animal.
- Notice of Violation for non-compliance:
  - Where a dangerous animal declaration is in place, SACA attends to the residence of the owner for an annual follow-up to ensure compliance with the Order that has been issued. If an owner is not complying with the Order, an Information is prepared and the owner must attend court to answer to the charge. In some cases, owners admit to guilt and want to simply pay the fine without attending court. It is proposed that a provision be added to the Bylaw to provide the option for issuance of a Notice of Violation to pay the fine rather than attend court, in cases where appropriate.



**Proposed Amendments to Bylaw No. 7860, The Animal Control Bylaw, 1999 and Bylaw No. 8176, The Dangerous Animal Bylaw, 2003**

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These amendments would clarify matters for animal owners and the general public as well as improve upon existing enforcement mechanisms.

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

The City Solicitor's Office would attend to any approved amendments to the Bylaws.

**Public Notice**

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

**Report Approval**

Written by: Jodi Manastyrski, Solicitor  
Approved by: Patricia Warwick, City Solicitor

Admin Report – ProposedAmendments.docx



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

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### **Vacant Lot and Adaptive Reuse Incentive Program – 309 22nd Street East – World Trade Centre Saskatoon**

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

1. That a five-year tax abatement up to 100% of the incremental taxes for the building and structured parking to be developed at 309 22nd Street East, be approved;
2. That the five-year tax abatement take effect in the taxation year following completion of the project; and
3. 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 agreements, under the Corporate Seal.

#### **History**

At the October 2, 2017 meeting of the Standing Policy Committee on Planning Development and Community Services Department, a report of the General Manager, Community Services Department dated October 2, 2017, was considered. Your Committee also received a presentation from Mr. Don Atchison, representing World Trade Centre Saskatoon, with respect to the matter. Copies of the proposal were circulated to the Committee. A copy is available for review in the City Clerk's Office.

Following review of this matter, your Committee is supporting a five-year tax abatement up to 100% rather than 95% as was recommended in the submitted report.

#### **Attachment**

October 2, 2017 Report of the General Manager, Community Services Department

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# Vacant Lot and Adaptive Reuse Incentive Program - 309 22nd Street East - World Trade Centre Saskatoon

## Recommendation

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

1. That a five-year tax abatement up to 95% of the incremental taxes for the building and structured parking to be developed at 309 22<sup>nd</sup> Street East, be approved;
2. That the five-year tax abatement take effect in the taxation year following completion of the project; and
3. 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 agreements, under the Corporate Seal.

## Topic and Purpose

The purpose of this report is to request approval for a tax abatement for the incremental property tax for the development of the property located at 309 22<sup>nd</sup> Street East under the Vacant Lot and Adaptive Reuse Incentive Program.

## Report Highlights

1. City Centre Tower 1 Ltd. has applied for a tax abatement on the proposed development of the World Trade Centre Saskatoon to be located at 309 22<sup>nd</sup> Street East.
2. The proposed development qualifies for a five-year tax abatement of the incremental property taxes for a mixed-use building with structured parking.
3. The incremental property tax abatement for the mixed-use building with structured parking is estimated at approximately \$425,000 per year.

## Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Sustainable Growth by increasing development within the City Centre.

## Background

During its March 7, 2011 meeting, City Council approved the Vacant Lot and Adaptive Reuse Incentive Program. The Vacant Lot and Adaptive Reuse Incentive Program is designed to encourage infill development on vacant and underutilized sites and buildings within Saskatoon's established neighbourhoods, including the Downtown. During its June 23, 2014 meeting, City Council approved amendments to the Vacant Lot and Adaptive Reuse Incentive Program to include new incentives for offices and structured parking in accordance with the City Centre Plan.

## **Vacant Lot and Adaptive Reuse Incentive Program - 309 22<sup>nd</sup> Street East - World Trade Centre Saskatoon**

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During the September 25, 2017 meeting, City Council approved amendments to the Vacant Lot and Adaptive Reuse Incentive Program to provide a five-year tax abatement or a cash grant, without a vacancy requirement, for all new residential or office developments. For sites that have a building, the amendments provide for the increment to be calculated at the tax rate in effect at the time of demolition, assuming the site is a vacant lot.

### **Report**

#### World Trade Centre Saskatoon Development

According to the applicant, the World Trade Centre Saskatoon is to be developed predominantly as office space, with substantial below-grade structured parking, a lecture theatre, ground floor commercial space, and public amenities. The proposed building will be nine storeys in height, with approximately 120,000 square feet (11,148 square metres) of office/commercial space. The building will also include secured bicycle parking and a fitness facility for tenants.

#### World Trade Centre Saskatoon Qualifies for Tax Abatement

The applicant is applying for a five-year tax abatement of the incremental property taxes for the development. The Neighbourhood Planning Section has reviewed the application based on the preliminary plans and, using the program's evaluation system, has determined the development would receive a potential 95 points out of 100 for the office development with structured parking. The project received 50 base points, 5 points for secured bicycle parking, 10 points for structured parking, 10 points for mixed use, 10 points for contributing to the public realm, and up to 10 points for including energy-efficient features above industry standards in the building design. This evaluation is based on the preliminary plans and subject to change if the final plans deviate substantially from what has been submitted to date.

#### Incentive Amounts Currently Undetermined

At the present time, the assessed value of this development cannot be calculated. The value of the five-year tax abatement will be calculated once final drawings and more details of the project have been received. As there is a building on site, the incremental incentive rate will be determined based on the value of the land without a building.

#### Conclusion

After a review of this application, the Administration has concluded that this project is consistent with the Vacant Lot and Adaptive Reuse Incentive Program Policy No. C09-035 and would qualify for the five-year tax abatement of the incremental property taxes, with the increment based on this being a vacant site. The Administration is recommending that City Council approve the five-year property tax abatement commencing in the next taxation year after completion of the project.

### **Options to the Recommendation**

City Council could choose to deny, or modify, the incentives outlined in this report, as an exception to Vacant Lot and Adaptive Reuse Incentive Program Policy No. C09-035.

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

There is no requirement for particular stakeholder or public involvement.

## **Vacant Lot and Adaptive Reuse Incentive Program - 309 22<sup>nd</sup> Street East - World Trade Centre Saskatoon**

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### **Policy Implications**

There are no policy implications for the current application. However, as this project is located in the Downtown, it would be considered eligible for future incentives that may arise from the Downtown “Cut the Red Tape” pilot project, which the Administration is currently investigating. If the pilot project is approved by City Council, it would apply to all development proposals that have come forward since its introduction at the September 5, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services.

### **Financial Implications**

The incremental property tax abatement incentives are consistent with current policies, and the foregone revenue will not impact the Vacant Lot and Adaptive Reuse Incentive Program Reserve. However, the City will forgo 95% of the increase in tax revenue resulting from this project over a five-year period. The exact abatement amount will be calculated once more details are known. At this point, the tax abatement is estimated to be \$425,000 per year for five years.

The Vacant Lot and Adaptive Reuse Incentive Program includes the abatement of both the municipal and educational portion of property taxes. However, as part of the 2017/2018 budget, the Government of Saskatchewan announced it will re-evaluate whether the educational portion will continue to be included in the abatement program. This decision may have an effect on the final value of the abatement for the World Trade Centre Saskatoon.

### **Other Considerations/Implications**

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

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

The completion date of the World Trade Centre Saskatoon at 309 22<sup>nd</sup> Street East has not yet been determined. The property tax abatement, if approved, will begin the year following project completion and continue for five years.

### **Public Notice**

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

### **Attachment**

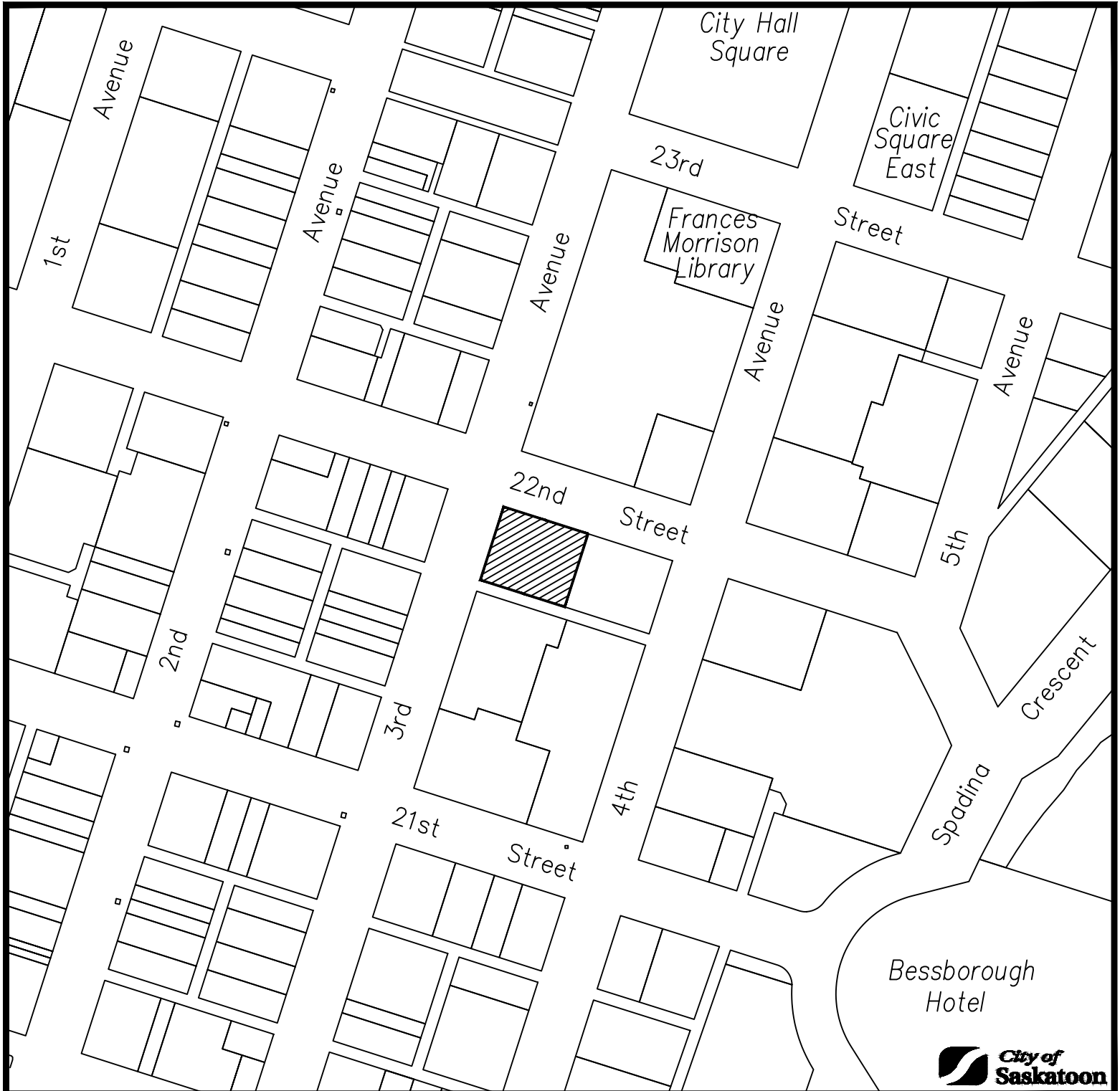
1. Location Map - 309 22<sup>nd</sup> Street East

### **Report Approval**

Written by: Paul Whitenect, Manager, Neighbourhood Planning Section  
Melissa Austin, Senior Planner, Neighbourhood Planning Section  
Reviewed by: Lesley Anderson, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Services Department  
Murray Totland, City Manager

S/Reports/2017/PD/PDCS – Vacant Lot and Adaptive Reuse Incentive Program – 309 22<sup>nd</sup> St E – World Trade Centre Saskatoon/lc

# Location Map - 309 22nd Street East



309 22nd St E



**From:** City Council  
**Sent:** October 23, 2017 8:11 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Monday, October 23, 2017 - 08:11  
Submitted by anonymous user: 142.165.205.156  
Submitted values are:

Date: Monday, October 23, 2017  
To: His Worship the Mayor and Members of City Council  
First Name: Donald  
Last Name: Atchison  
Address: 98-602 Cartwright Street  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7T 0G5  
Email: don.atchison@canwestclc.com  
Comments: I will be present for item 8.1.9 on the council agenda I do NOT wish to speak to the item but I will be there to answer questions if it is pulled from the consent agenda. Thank you Donald J. Atchison

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/199827>



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

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### **Parks, Maintenance and Design – Service Level**

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

1. That the current service level for the Park Maintenance and Design service line be approved;
2. That the service level and budget allocation be rationalized during the 2018 Business Plan and Budget Review, by considering options outlined in the October 2, 2017 report of the General Manager, Community Services Department;
3. That the Administration provide a report on the side boulevard mowing service;
4. That the Administration report further on possible options for irrigation optimization; and
5. That Administration discuss with Meewasin Valley Authority how to work together on natural areas management.

#### **History**

At the October 2, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated October 2, 2017, was considered.

#### **Attachment**

October 2, 2017 Report of the General Manager, Community Services Department



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## Park Maintenance and Design – Service Level

### Recommendation

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

1. That the current service level for the Park Maintenance and Design service line be approved; and
2. That the service level and budget allocation be rationalized during the 2018 Business Plan and Budget Review, by considering options outlined in this report.

### Topic and Purpose

The purpose of this report is to seek City Council approval of the current service level provided under the Park Maintenance and Design service line. The report also presents options should City Council wish to adjust service levels for 2018.

### Report Highlights

1. The Park Maintenance and Design service line delivers core services to citizens that consists of six program components that contribute directly to the quality of life for citizens.
2. Options are presented to adjust the current service level, by increasing or decreasing the level of service provided, and associated budget costs.

### Strategic Goals

This report supports the Strategic Goals of Quality of Life, Continuous Improvement, Environmental Leadership, and Asset and Financial Sustainability. Defined service levels ensure the City of Saskatoon (City) is making informed financial decisions and investing in services that matter to citizens. As part of the Continuous Improvement Strategic Goal, work to define service levels and attach a unit cost for informed decision making has been a priority of the Administration for the last three years.

### Background

At its May 15, 2017 meeting of the Governance and Priorities Committee, the Administration committed to bring forward a series of service level documents on core services. Park Maintenance and Design was identified as one of the core service lines to bring forward for consideration prior to the 2018 Business Plan and Budget deliberations.

At the August 28, 2017 meeting of City Council, administration was requested to report to the Standing Policy Committee on Planning, Development and Community Services on the 30-day challenge savings proposal that suggested less water be applied to the City's Parks and Open Space areas.

## Report

### Formal Service Level Template

As part of the Continuous Improvement Strategic Goal and the four-year priority “opportunities to modernize civic government”, work to define service levels and attach unit costs for informed decision making has been a priority of the Administration for the last three years. In early 2017, a multi-division internal process review team developed a template to outline service level information at the service line level.

The template for formal service level documents communicates two key messages:

1. Information for citizens, Committees, and City Council about “what we do”, “why we do it”, and “how much it costs” for each service line; and
2. Viable options to the current state of service levels, entitled “what else is possible”.

Moving to defined service levels supports Service Saskatoon by focusing on citizen-centric service and clearly defining “what you can expect from us”. It also supports the shift to multi-year budgeting by having well understood service levels and costs to ensure accurate budgeting in the future.

### Park Maintenance and Design Service Line

Maintaining our City Parks and Open Spaces is a core function of the City. The Parks Division is responsible for providing the services included in the Parks Maintenance and Design service line, which they do through six main programs. These programs provide opportunities for citizens to participate in a variety of both passive and active outdoor recreational activities within the City; they connect our active transportation corridors; they provide habitat for urban wildlife and contribute to the biodiversity in our city; they are comprised of both built and natural environments, and therefore, require a range of care and management techniques.

Currently the service line consists of six programs:

- a) Park and Open Space Maintenance;
- b) Sport Field Maintenance;
- c) Irrigation Services;
- d) Naturalized Area Management;
- e) Park Design Services; and
- f) Civic Conservatory and Greenhouse.

Attachment 1 provides additional detail on each of the programs’ guiding service attributes and customer values, intended outcomes, and customer performance measures.

### Unit Costing and Municipal Benchmarking Network Canada (MBNCanada)

MBNCanada originated in Ontario in 1998 and currently includes six provinces represented by 16 municipalities: Calgary, Regina, Winnipeg, Thunder Bay, Windsor, London, Hamilton, Waterloo, Toronto, Ottawa, Montreal, Halifax; as well as the Regions of Durham, York, Halton, and Niagara. Municipalities within MBNCanada collect and share data related to standard service areas in order to measure comparable performance.

Performance is measured annually in 37 service areas through 670 metrics. The Parks Service Area provides information on three metrics in its public report. One of these metrics is the “Operating Cost of Parks per Person”. In 2015, 11 municipalities reported on this metric resulting in an average total cost of \$68.21 per person. Reported values ranged from a low of \$28.58 in London to a high of \$100.16 in Thunder Bay. Regina came in at \$71.63 and Winnipeg at \$41.25. In Saskatoon using the 2017 forecast costs and a population estimate of 265,300 at the end of 2016 we have a unit cost of \$52.07 per person. The difference between the City’s operating cost per person and that of the municipalities within the MBNCanada metric can, in part, be attributed to varied service levels. Reporting for MBNCanada metrics include capital funding, operating funding, and costs for support services like human resources, fleet services, and finance. The Parks Division is not including capital costs in the service level at this point.

MBNCanada also reports publicly on “Operating Cost per hectare – Maintained and Natural Parkland”. An average cost of \$11,242 per hectare was reported in 2015 with a low of \$5,776 in Thunder Bay and a high of \$30,227 in Montreal. In Saskatoon using the 2017 forecast costs, and a value of 2110 hectares as reported in the 2017 Municipal Manual, a derived unit cost of \$6,549 per hectare is calculated. The range of variability in this measure can be attributed to the costing methodology differences as described above and also to the differences between municipalities in how they apply park land classifications in their area.

Service Level Improvements and Budget Pressures

Since 2014, the Parks Maintenance and Design programs have undergone extensive improvements to meet citizen expectations, and also to produce operational efficiencies.

Examples include:

- a) 2014 Parks Maintenance and Design Civic Service Review;
- b) New operating model of integrated maintenance teams that “own” their service areas;
- c) New Satellite Maintenance Building Model;
- d) Improved citizen “call-in” and webform service response;
- e) Greater emphasis on lifecycle costs in the park design process;
- f) Identification and updates to service levels;
- g) Optimization of the watering program in the Civic Greenhouse;
- h) Deployment of new trail groomer in Naturalized parks;
- i) Participation in the 2016 Special Events Internal Process Review; and
- j) Renewed focus on asset management for irrigation, pathways and drainage systems.

Budgetary pressures have also accompanied these improvements. Since 2014, the Parks Maintenance and Design service line has had an unfavourable staffing budget variance averaging about \$400,000/year. Prior to 2017, this unfavourable variance has been largely off- set by a variety of favourable variances in fuel and water costs, private service contracts, as well as transfers from the Parks Maintenance Stabilization Reserve. For 2017, the service line has a total unfavourable variance estimated at \$400,000. No material offsetting variances are forecast at this point, but options are presented to mitigate future budget gaps between service levels and budget allocations.

Service Level Options

Attachment 1 provides options to adjust the Park Maintenance and Design Service level if so desired by City Council. Optional scenarios include status quo, and those that increase or decrease the current service level to varying degrees. Nine option scenarios are presented:

1. **Status Quo – No Change to Service Level, Additional Budget Required**  
In 2017, the Parks Maintenance and Design Service Line is forecasting to be over budget by approximately \$400,000. The anticipated overspending is primarily attributable to staffing levels required to maintain expected service levels. Over the years, increases to the budget have not kept pace with the amount of green space requiring maintenance at expected service levels. Efficiencies, as noted previously, have been continuously implemented, and have mitigated the impact of the deficiency. This effort continues.
2. **Resolve Overspend - Savings While Maintaining the Current Service Level**  
Additional investigation into Parks Maintenance and Design has indicated that a portion of over the spend can be attributed to incorrect allocations of employee pay elements between capital and operating budgets in the Landscape Design Section. Correcting this practice has already re-allocated approximately \$40,000 of operating costs to appropriate capital programs in 2017.

Ongoing continuous improvement efforts will seek to reduce persistent overtime charges in the irrigation program for a reduction of an additional \$40,000 in 2018.

In 2018, the Parks Division will begin utilizing the satellite maintenance facilities that were approved in the Civic Service Review in October, 2015. These facilities will support the provision of safe, efficient and effective localized park maintenance within the neighbourhoods they are located. It is expected that the six facilities will provide \$120,000 of incremental savings. Savings are associated with a reduction in travel time for staff and equipment, reduced fuel consumption, reduced equipment repair, and increased staff productivity.

With these actions the base funding deficiency is estimated to be \$240,000 in 2018. The Parks Division remains committed to moving forward with continuous improvement initiatives to better define its business and increase the accuracy of unit costing, budgeting, and cost control.

Additional service level options are presented to decrease or increase service in specific areas as follows:

3. **Estimated Cost Reduction of Service Level – Eliminate Side Boulevard Mowing - \$50,000**  
In this option, the current historical practice of mowing side boulevards would be eliminated. Currently, property owners are responsible for mowing and maintaining the boulevard in front of their property while the City provides a minimal mowing service where side boulevards exist. This creates confusion amongst property owners regarding the service level difference between front and side boulevards. Some

property owners already care for their side boulevards; this option will provide consistency and clarity for property owners across the city.

4. **Estimated Cost Reduction of Service Level – Eliminate Centre Median Flower Pots - \$50,000**

In this option, the 256 flower pots currently deployed in centre medians along transportation corridors would be eliminated. The 734 flower pots located in BID corridors would remain, these pots are planted and deployed by the Parks Division, but are maintained throughout their display period by BID staff.

5. **Estimated Cost Reduction of Service Level – Use Less Water in Selected Park Turf Areas - \$100,000**

In this option the water delivery target to non-sport field park areas would be decreased by 20%. Current service level targets of 25mm per week would be revised to 20mm per week and still include a combination of precipitation and irrigation. Decreasing water usage only impacts that portion of costs that are variable; over 50% of irrigation costs are fixed based on the number of meters installed on our system. Decreasing irrigation applications particularly during periods of low precipitation will impact turf conditions as additional weed encroachment will occur. Trees and shrubs planted in parks will be impacted as well with increased accumulation of deadwood and tree loss particularly in trees already under stress from cottony ash psyllid and forest tent caterpillar.

6. **Estimated Cost Increase of Service Level – Improved Turf Cultural Practices + \$55,000**

Dedicated resources are required to establish and maintain consistent and improved city wide service levels for important turf cultural practices such as aeration, topdressing and overseeding. Planned annual application of these cultural practices will increase turf health, and function to help protect the turf grass asset from further weed encroachment. Current service levels are only able provide these practices on a reactive basis when existing operating resources can be redeployed to apply which has resulted in inconsistency across the city. The addition of a seasonal staff member in each park maintenance district would provide the required dedicated resource who will be able to plan and deliver the required cultural practices in a consistent manner.

7. **Estimated Cost Increase of Service Level – Weed Surveillance and Control in Natural Areas Management + \$35,000**

The FTE resources in Natural Area Management are currently insufficient to provide an effective level of naturalized resource management activities such as buffer management, weed control, and resource assessments. An additional 0.5 FTE would provide the field level technical expertise necessary to improve the health, safety, biodiversity and aesthetic appeal of the 120 ha of naturalized areas we currently maintain.

8. **Estimated Cost Increase of Service Level – Park Access Additional Resource + \$33,000**

The park access program currently administers requests on a seasonal basis by homeowners, contractors and utilities to enter park space to provide material deliveries,

landscaping work, and utility maintenance work. The position is also an important liaison between Parks and other Divisions to ensure a co-ordinated approach to park and open space access is taken. Often times access involves moving heavy equipment through parks and open spaces which can damage pathways, turf areas, and plantings if appropriate mitigation practices are not applied. Through communication, inspections and documentation a seasonal position currently minimizes the damage and associated repair costs that Parks incurs. Shifting this position from seasonal to permanent will allow for further development of the Park Access program into a proactive program that can address stakeholders before damages occur and leverage those relationships to improve cost recovery when damages do occur.

**9. Estimated Cost Increase of Service Level – Additional Mowing of Highway Connectors + \$65,000**

The Circle Drive mowing contract currently includes one full cut and two litter picks (Spring and Fall) that covers approximately 140 hectares of grassed area adjacent to the major highway connectors (within Saskatoon’s city limits). A service level that achieved one additional cut and two additional litter picks would provide increased consistency with established mowing service levels adjacent to connecting highways outside of city limits and similar grass areas adjacent to major arterials (including the Circle Drive corridor) within the city.

**Options to the Recommendation**

The Standing Policy Committee on Planning, Development and Community Services may direct the Administration to investigate further options to reduce or increase the Parks service level and budget prior to making a recommendation to City Council for the 2018 Business Plan and Budget deliberations.

**Communication Plan**

The approved service levels will be communicated using the Service Saskatoon citizen centric simple language model, so citizens know what services they can expect. Service Levels provide an opportunity for the public to learn more about the City’s operations and the costs to deliver the services, enabling them to provide feedback and input into how the City can deliver services more efficiently.

**Financial Implications**

Depending on which service level option(s) are selected for 2018, a change in funding may be required as per the options outlined in Attachment 1.

**Environmental Implications**

Environmental considerations of the health and biodiversity of parks and open spaces are greatly impacted by the frequency with which maintenance services are provided to our assets. Less frequent maintenance service delivery will decrease the health and resiliency of the open space environment.

**Other Considerations/Implications**

There are no policy, public and/or stakeholder involvement, privacy, or CPTED implications or considerations.

**Due Date for Follow-up**

Parks Division will continue to provide annual status reports to Committee. Further direction may be provided by City Council during the 2018 Budget review process.

**Public Notice**

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

**Attachment**

1. Service Level for Park Maintenance and Design

**Report Approval**

Written by: Tanya Bell, Performance Improvement Coordinator, Employee Experience and Performance  
Reviewed by: Darren Crilly, Director of Parks  
Approved by: Randy Grauer, General Manager Community Services

S:/Reports/2017/PK/PDCS - Park Maintenance and Design Service Level/dh/df  
FINAL/APPROVED – M. Totland – September 26, 2017

## Service Level for Park Maintenance and Design

### Scope

Service Level (SL) documents are prepared to allow customers of the City of Saskatoon (City) to review and understand the services *currently* provided. This document includes activities completed under the Park Maintenance and Design service line. This service may be completed by various divisions in the City.

### Service Overview - what we do

The Park Maintenance and Design service line funds 6 programs:

- Park and Open Space Maintenance;
- Sport Field Maintenance;
- Irrigation Services;
- Naturalized Area Management;
- Park Design Services; and
- Civic Conservatory and Greenhouse.

Park and open space maintenance provides maintenance services to over 1,000 ha. of park space and 1,000 ha. of open spaces which includes transportation rights-of-way, medians, boulevards and roundabouts, municipal buffers and facility green spaces. These maintenance services include a variety of activities applied to different service levels depending on the use and classification of the asset classes to which they are applied. Through this program parks and open spaces have turf areas mowed and trimmed, shrub and flower beds planted and maintained, garbage is removed and litter is picked up, pathways are maintained and cleared and cross country ski trails are groomed.

Sport field maintenance provides the staff, equipment and resources to maintain 103 charge sport fields (Class 1, 2 and 3) which receive enhanced service levels to support higher levels of sporting competition. These enhanced service levels are funded by the fee for service agreements that are charged to the various user groups. This program also includes winter snow removal from city owned parking lots, park roadways and arenas as well as management of contracted freeway/expressway mowing services.

Irrigation services provides water to green park infrastructure that includes turf, trees, shrubs and annual/perennial plants. This program is responsible for compliance with municipal water bylaw backflow inspection requirements and ground disturbance locates.



Naturalized area management provides maintenance services to the portion of parks inventory classed as naturalized and natural. Naturalized areas are areas that have previously been disturbed and are constructed to simulate natural areas. Naturalized parks represent a variety of habitats in Saskatoon from native prairie to wetlands and aspen parkland. Natural areas are those parks spaces that have not been previously disturbed and exist in their original state.

Park design provides services for the planning, design and development of public lands, including parks and playgrounds and open space. The core areas of responsibility include planning, estimating and the administration of capital budgets, conceptual and detailed design, project management, internal and public consultation, development and implementation of landscape development and design construction standards and the collection and maintenance of “as-built” data and drawings.

The Civic Conservatory and greenhouse provide and maintain floral displays for public enjoyment and landscape enhancement at the Civic Conservatory, City Hall and other civic facilities as well as major public roadways, parks and open spaces. This program provides the 1,055 flower pots located throughout the BID areas and along major transportation corridors.

**Purpose - why we do it**

Park maintenance and design services exist to develop, preserve and enhance the City of Saskatoon’s investment of its parks system and civic open spaces. These areas are managed to provide meaningful and accessible opportunities for citizens to participate in a diverse range of passive and active year round outdoor recreational activities in healthy, aesthetically pleasing built and natural environments.



Programs within Service Line	Service Attributes and Customer Values	Service Level Outcomes	Customer Performance Measures
<p><b>Park and Open Space Maintenance</b></p>	<p>Quality of Life, Safety, Accessibility Aesthetics, Environmental Responsibility, Responsiveness</p>	<p>Parks are visibly clean and aesthetically pleasing year round, turf conditions provide safe areas for neighbourhood recreation, sport and special events.</p>	<p>Mowing occurs on a scheduled basis during the 18 week active growing season from May 15<sup>th</sup> to September 15<sup>th</sup> annually. Frequency of mowing is based on irrigation status, intended use and available resources. Municipal Reserve lands are mowed on the following frequency:</p> <ul style="list-style-type: none"> <li>• Irrigated parks – up to 18 times/season</li> <li>• Non irrigated parks and sport fields – 9 times times/season</li> <li>• Roadway ditches, center medians and other right-of-way's – 4-5 times/season</li> <li>• Berms – 3 times/season</li> </ul> <p>Contracted maintenance is provided to the Circle Drive Corridor with the requirement that it is fully mowed twice per season. Highway connectors are mowed once per season to the city limits.</p> <p>Areas that are NOT mowed include front boulevards, alleys, back lanes and slopes that exceed a 3:1 gradient.</p> <p>Irrigated and non-irrigated parks may be fertilized and aerated once per season.</p> <p>Litter pickups and line trimming occur in conjunction with mowing schedules in the summer season.</p> <p>Waste collection frequency varies between summer and winter season based on staff availability and historical usage patterns. From May 1<sup>st</sup> to October 15<sup>th</sup> waste is collected at a minimum of once per week</p>

Programs within Service Line	Service Attributes and Customer Values	Service Level Outcomes	Customer Performance Measures
			<p>from receptacles. From October 15<sup>th</sup> to May 1<sup>st</sup> collection schedules can be stretched to as long as once every three weeks.</p> <p>Shrub beds receive maintenance services on a frequency determined by a tier system.</p> <ul style="list-style-type: none"> <li>• Tier 1 is serviced up to 8 times a season and includes park entrances, streetscapes, sign beds, facilities and riverbank areas;</li> <li>• Tier 2 is serviced 4 times a season and includes park frontages, irrigated park areas, boulevards and center medians;</li> <li>• Tier 3 is serviced 1-2 times a season and includes bluffs, shelterbelts, buffers, flankages, berms, right-of-way's and wetlands</li> </ul> <p>Plants are not replaced in Tier 3 shrub beds.</p> <p>Parks Division maintained sidewalks adjacent to parks are cleared within 48 hours of snowfall ending in accordance with Bylaw No. 8463 The Sidewalk Clearing Bylaw.</p> <p>To provide park accessibility in winter all lighted park pathways and a portion of the unlighted pathways are cleared with a goal of within 48hrs to match Bylaw 8463 The Sidewalk Clearing Bylaw.</p> <p>Crusher Dust Pathways are not cleared in non-naturalized parks.</p>

Programs within Service Line	Service Attributes and Customer Values	Service Level Outcomes	Customer Performance Measures
			<p>Onsite meetings are held for park access requests when the event is new or is very large. When damages are discovered, they are investigated and attempts are made to recover restoration costs.</p>
<p><b>Sport Field Maintenance</b></p>	<p>Quality, Safety, Accessibility, Responsiveness, Reliability</p>	<p>A variety of sport fields are available for recreational use. They are well groomed to meet their intended recreational use. Fields meet the programming needs of user groups at time of use.</p>	<p>Irrigated sport fields are mowed 18 times per season. Additional mows that may double that frequency for charge sport fields are paid for by user group fees. Safety checks are performed at the same time as infield grooming is done. Class 1 fields are checked and groomed daily during the allocation season. Class 2 fields are done 3 times a week and Class 3 are done 2 times a week.</p> <p>All sport fields are measured once in spring and lines are painted twice a year, once in spring and again in late summer/early fall. Any additional line painting requested by user groups is performed on a cost recovery basis.</p> <p>All charged fields are top-dressed and over-seeded in fall.</p> <p>Irrigated charge sport fields are fertilized 2 times per season and aerified a minimum of 2 times per season. They are re-seeded once every four years. Sod may be replaced around goal posts as necessary.</p> <p>Snow is removed as needed from city owned parking lots, park roadways and arenas throughout the winter.</p>

Programs within Service Line	Service Attributes and Customer Values	Service Level Outcomes	Customer Performance Measures
<p><b>Irrigation Services</b></p>	<p>Quality, Safety, Reliability, Aesthetics, Environmental Responsibility</p>	<p>Irrigation ensures that turf areas are healthy and lush which maintains the green appearance and functionality of the space.</p> <p>Streetscapes and boulevards are irrigated to maintain trees, shrubs and other planting beds and provide water access points for flower pot and planting bed watering and street cleaning.</p>	<p>Irrigation systems begin activation in late April. Activation and service of all park and streetscape systems targeted for June 1<sup>st</sup> completion.</p> <p>All charge sport field infield watering outlets are activated and tested by May 1<sup>st</sup> to mitigate dust for user groups in advance of general turf watering.</p> <p>All community gardens and other areas under establishment receive water between May 15<sup>th</sup> and June 1<sup>st</sup>. Irrigation services are shut off September 1<sup>st</sup> with the exception of sport fields which continue to be irrigated as long as they are allocated. The system winterization target date is October 15<sup>th</sup> +/- a week for the entire system.</p> <p>Class 1 and 2 sport fields receive 38mm of water/week, all other irrigated turf areas receive 25mm/week. This water delivery target is a combination of precipitation and irrigation service.</p> <p>Class 1 and 2 sport fields may receive additional irrigation service that is cost recovered through user fees.</p> <p>Backflow prevention testing and required repairs to approximately 400 double check valve assemblies are done annually by licensed irrigation staff.</p> <p>Irrigation trouble reports are investigated within 48 hours from time of receipt. Any other</p>

Programs within Service Line	Service Attributes and Customer Values	Service Level Outcomes	Customer Performance Measures
			<p>safety related, or property flooding concerns are addressed immediately.</p> <p>24 hour on call coverage is provided in the irrigation section to address any after-hours emergencies.</p> <p>Line locating is done and marked for all special events and utility excavations within parks and other irrigated spaces like streetscapes. Every allocated event plus utility excavation are recorded and located in field by irrigation staff.</p>
<p><b>Naturalized Area Management</b></p>	<p>Quality, Environmental Responsibility, Accessibility</p>	<p>Naturalized areas are managed from turnover through establishment to sustainment. They accommodate passive recreation opportunities and connect our citizens with nature and natural history. They provide habitat for native species in our urban landscape and increase the biodiversity in park and open spaces.</p>	<p>Pathway flanks and park perimeters are mowed up to 9 times a season.</p> <p>Shrub beds in Naturalized Parks are serviced 1-2 times a season. Shrubs may be replaced as required.</p> <p>Waste collection frequency varies between summer and winter season based on staff availability and historical usage patterns. From May 1<sup>st</sup> to October 15<sup>th</sup> waste is collected once per week. From October 15<sup>th</sup> to May 1<sup>st</sup> collection schedules can be stretched to as long as once every three weeks.</p> <p>Litter is picked up in barbeque areas and in parking lots daily June 1<sup>st</sup> to September 15<sup>th</sup>.</p> <p>Gravel is replenished on pathways and parking lots annually.</p>

Programs within Service Line	Service Attributes and Customer Values	Service Level Outcomes	Customer Performance Measures
			<p>Parks are visually inspected for weeds and managed on an ongoing basis focusing on noxious weeds.</p> <p>Parks Division maintained sidewalks adjacent to parks are cleared within 48 hours of snowfall ending in accordance with Bylaw No. 8463 The Sidewalk Clearing Bylaw.</p> <p>All lighted pathways and approved 14 km of crusher dust pathway is cleared with a goal to match the Sidewalk Clearing Bylaw.</p>
<p><b>Park Design Services</b></p>	<p>Quality, Accessibility, Safety, Responsiveness</p>	<p>Parks Design follows four main principles in the work that they do:</p> <ul style="list-style-type: none"> <li>• Design with a Goal of Sustainable Community;</li> <li>• Design with Consideration to Local Climate and Season;</li> <li>• Design with the Goal of a Safe Community; and</li> <li>• Design for accessibility.</li> </ul> <p>The design and installation of play spaces and equipment will comply with CSA Z614.14 or the most current version.</p> <p>When engineered wood is used as play surfacing material it must meet the requirements of ASTM F1292-13.</p> <p>All applicable municipal, provincial and federal OHS laws and regulations must be followed by city employees and contractors at all times.</p> <p>CPTED principles are applied when designing new park</p>	<p>Park Design Specifications are reviewed, updated and published annually and follow industry best practices.</p>

Programs within Service Line	Service Attributes and Customer Values	Service Level Outcomes	Customer Performance Measures
		<p>spaces and when redesigning existing.</p> <p>Parks will strive for an overall environment which is accessible and provides a fulfilling recreational experience for all users.</p>	
<p><b>Civic Conservatory and Greenhouse</b></p>	<p>Quality of Life, Accessibility, Aesthetics,</p>	<p>Healthy, floral displays enhance citizens enjoyment and add to their quality of life when they are moving through the city, using park and other outdoor spaces and attending events and festivals that are a critical component of our seasonal activity here in Saskatoon.</p> <p>Plants are selected and propagated for the flower pot program that will grow quickly to maximize the citizen experience while the pots are on display.</p> <p>Flower pot displays are planned annually to use a variety of plants with new stock introduced each year to continue to delight our citizens. Maintenance considerations are taken into account when planning displays.</p>	<p>BID pots are installed by the last Sunday in May, centre median pots are installed the following Sunday.</p> <p>Pots in BID areas are maintained by the BIDs, all other pots are maintained by Parks Division.</p> <p>All pots are removed from streetscapes by the 3<sup>rd</sup> weekend in September.</p> <p>Pots are well maintained, plants are healthy and add visual interest throughout the city.</p> <p>The Civic conservatory is open 364 days a year, admission is free.</p> <p>Colorful, informative conservatory displays are rotated through 12 themes on an annual basis.</p> <p>Plants are healthy and well cared for, the conservatory is clean and safe for visitors and staff alike.</p>



### Resource Allocation – what does it cost

The total cost of service line:

Service Line	Number of Programs	2017 Budgeted Cost to Deliver Service	2017 Forecasted Cost to Deliver Service	Variance Forecast in 2017
Park Maintenance and Design	6	\$13,418,000	\$13,818,000	\$(400,000)

Based on 2017 projections, the costs to provide the six programs in this service line (and capital contributions) are:

Service Activity	2017 Budgeted Cost per Program	2017 Forecasted Cost per Program	Variance Forecast in 2017	Cost per Unit based on 2017 Forecast
Park and Open Space Maintenance	\$6,771,000	\$6,976,000	\$(205,000)	\$52.08 per citizen \$6,549 per hectare
Sport Field Maintenance	\$1,561,000	\$1,576,000	\$(15,000)	
Irrigation Services	\$3,125,000	\$3,245,000	\$(120,000)	
Naturalized Area Management	\$406,000	\$426,000	\$(20,000)	
Park Design Services	\$207,000	\$207,000	\$(0)	
Civic Conservatory and Greenhouse	\$385,000	\$425,000	(\$40,000)	
Transfers to Capital Reserve	\$963,000	\$963,000	\$0	

\*Units used are 2,110 hectares from the 2017 Municipal Manual and a population estimate from Planning and Development of 265,300 for December 2016.

In comparison with 11 other municipalities from across Canada in the MBNCanada 2015 Report the average “Cost to Operate Parklands” is \$11,252 per hectare which includes maintained and natural parkland. The lowest operating cost per hectare is \$4,117 in London and the highest is \$23,240 in Toronto. When measured on a per capita basis for maintained parkland only, the average is \$68.21 per resident with a high in Thunder Bay of \$100.16 and a low in London of \$28.58. The discrepancy in total

costs between the City and those reporting in MBNCanada may be attributed in part to the make-up of costs included in the measure as well as differences in classification of municipal lands. MBNCanada costs include a number of support services costs that are not included in our unit costing methodology at this time.

### Financial Assumptions

- Parks Administration (CC 01-450) costs are attributed to the Corporate Support Business Line and not allocated here.
- Parks Division Training (CC 01-472) costs are allocated wholly to the Park Maintenance and Design service line although some of the resources may be used by other service lines within the Division.
- Transfer to Parks Capital Reserves (CC 01-141) is included in the budget and forecast totals and unit cost calculation but has not been allocated to the programs.
- Due to the drought conditions experienced in 2017, \$196,000 from the Parks Division Grounds Maintenance Stabilization Reserve is applied to the 2017 forecast costs for the Irrigation program, as it is based on an estimate of water costs for this year it may increase or decrease once final billing is received..
- Growth in inventory is generally one to two years behind, as new park and open space maintenance does not immediately become the responsibility of Parks in developing neighbourhoods.

### Supporting Information



The frequency that regular care and maintenance services are delivered in our Park and Open Spaces have a profound effect on their appearance, functionality and longevity. The optimum level of maintenance for each space can vary depending a number of factors such as location, sun exposure, subsurface soils and drainage patterns, amount of rainfall, pedestrian traffic volumes, frequency of intensive use for special events and sporting activities and other intended and unintended uses.

The maintenance of trees and parks in the Annual Civic Services Survey has scored between 6.9 and 7.3 since 2013 with a small positive trend in satisfaction, indicating a general high level of satisfaction with current service levels.

### Constraints

Bylaws and Policies that dictate a required level of service and/or amenities:

- Park Development Guidelines A10-017;
- The Sidewalk Clearing Bylaw No. 8463; and
- The Waterworks Bylaw No. 7567.

Risk factors that may impact the City's ability to deliver the services as described above include:

- Weather and climate change impacts;
- Annual precipitation levels;
- Open space design that does not pro-actively consider long-term maintenance cost;
- The amount and types of inventory added each year; and
- The availability of labour and equipment.

### Supporting References

- Anti-dumping Bylaw No. 5713;
- The Recreational Facilities and Park Usage Bylaw No. 7767;
- Wetland Policy C09-041; and
- The Drainage Bylaw No. 8379.

### Current Service Levels:

The table below provides current service levels and associated costs. All costing information presented is based on data from the current year (2017). Proposed 2018 cost reductions are also shown:

No.	Current Service Level Option	Change in Service Level	Service Line Budget 2017	Est. Annual Cost	Overall Funding Result
1	Status Quo	<ul style="list-style-type: none"> <li>• No change to Service Level</li> <li>• Additional funds are required to maintain current service level; more staff required to meet expectations.</li> <li>• Staff continue work to identify specific improvements and efficiencies.</li> </ul>	\$13,418,000	\$13,818,000	Potentially up to \$400,000 required to meet current service level.

No.	Current Service Level Option	Change in Service Level	Service Line Budget 2017	Est. Annual Cost	Overall Funding Result
2	<b>Savings while maintaining current Service Level:</b> Work to eliminate additional \$160,000 of annual expenses	<ul style="list-style-type: none"> <li>Focus continuous Improvement efforts on the reduction of overtime utilization.</li> <li>Continuous improvement savings of \$120,000 due to new satellite maintenance buildings.</li> </ul>	\$13,418,000	\$13,658,000	Eliminate \$40,000 of current overtime by applying continuous improvement methods. Realize \$120,000 estimated savings from satellite maintenance buildings.

### What Else is Possible?

#### Options to the Current Service Level for Park Maintenance and Design

No.	Service Level Options	Change in Service Level	Overall Funding Result
3	<b>Reduce Service level:</b> Eliminate side boulevard mowing (\$50,000)	<ul style="list-style-type: none"> <li>Eliminate mowing of side boulevards</li> <li>Expectations for property owners will be consistent with front boulevards.</li> <li>This option would eliminate 2 seasonal park operator 1 positions.</li> </ul>	Decrease of \$50,000
4	<b>Reduce Service Level:</b> Eliminate centre median flower pots (\$50,000)	<ul style="list-style-type: none"> <li>Eliminate the 256 flower pots deployed in centre medians.</li> <li>734 flower pots in BID areas would remain.</li> <li>65 reservoir pots located along the Transit Mall on 23<sup>rd</sup> Ave, at River Landing and along 22nd St. would remain.</li> <li>Cost include materials and deployment and end of season return costs. There is not a dedicated staff resource for this program.</li> </ul>	Decrease of \$50,000

No.	Service Level Options	Change in Service Level	Overall Funding Result
5	<b>Reduce Service Level:</b> Use less water in selected park turf areas (\$100,000)	<ul style="list-style-type: none"> <li>Reduce water delivery target by 20% for all non-sport field park areas, these spaces currently receive 25mm/week, which would be reduced to 20mm/week</li> <li>No change to service charge fixed costs which comprise over 50% of irrigation costs, savings are in water usage fees only.</li> </ul>	Decrease of \$100,000
6	<b>Increase Service Level:</b> Improved turf cultural practices (+\$55,000)	<ul style="list-style-type: none"> <li>Consistent annual application of fertilizer and other cultural turf practices like aeration and topdressing.</li> <li>Increased turf health and decreased levels of weed infestation will be visible.</li> <li>Requires 2 seasonal park operator 2 positions.</li> </ul>	Increase of \$55,000
7	<b>Increase in Service Level:</b> Weed surveillance and control in Natural Areas Management (+\$35,000)	<ul style="list-style-type: none"> <li>Increase weed surveillance to a consistent scheduled frequency in Naturalized Park spaces to mitigate weeds before they become entrenched.</li> <li>Would require an additional 0.5 FTE Park Tech 9 position.</li> </ul>	Increase of \$35,000
8	<b>Increase to Service Level:</b> Park access additional resource (+\$33,000)	<ul style="list-style-type: none"> <li>Shift the park access program from reactive based to proactive based.</li> <li>Dedicated resource will manage external and internal relationships with stakeholders such as developers, homeowners, landscape contractors and utilities.</li> <li>Increase the amount of restoration work done by the access requester or increase the costs recovered to do this work internally (savings of \$30,000).</li> <li>Increasing levels of year round special event park use requests could be managed by this position as the winter city strategy is implemented as well.</li> <li>Would require an additional 0.7 FTE Permanent Tech 12 (\$63,000)</li> </ul>	Increase of \$63,000 mitigated by \$30,000 in cost savings.  Increase of \$33,000

No.	Service Level Options	Change in Service Level	Overall Funding Result
9	<p><b>Increase Service Level:</b> Additional Mow of Grass adjacent to highway connectors</p>	<ul style="list-style-type: none"> <li>• Double the frequency of mowing and litter pickups to the 140 ha. of highway connectors within city limits for an annual total of 2 mows and 4 litter picks in these areas.</li> </ul>	<p>Increase of \$65,000</p>



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **External Audit Services – Award for Request for Proposals**

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

1. That the proposal submitted by Deloitte LLP for external audit services, at a total estimated cost of \$205,000, plus applicable taxes be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the contract documents as prepared by the City Solicitor under the Corporate Seal.

#### **History**

At the October 2, 2017 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department, dated October 2, 2017, was considered.

#### **Attachment**

October 2, 2017 report of the CFO/General Manager, Asset and Financial Management Department.

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## External Audit Services – Award of Request for Proposals

### Recommendation

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

1. That the proposal submitted by Deloitte LLP for external audit services, at a total estimated cost of \$205,000, plus applicable taxes be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the contract documents as prepared by the City Solicitor under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to receive City Council approval for the award of Request for Proposals (RFP) for External Audit Services.

### Report Highlights

1. An RFP was issued for procurement of external audit services.
2. The Standing Policy Committee on Finance has since reviewed all proposals and interviewed Deloitte LLP.

### Strategic Goal

This report supports the long-term strategy of protecting the City of Saskatoon's (City) credit rating by ensuring sound financial policies and practices under the Strategic Goal of Asset and Financial Sustainability.

### Background

As per *The Cities Act* (Section 159(1)), it is City Council responsibility to appoint an auditor for the City.

The contract for external audit services for the City has expired. This service has been provided by Deloitte since 2002 after three contracts awarded through an RFP, the last one being in 2012. It is the City's practice to issue an RFP for such services every five years. In continuation of that practice, an RFP was issued on March 31, 2017 with a closing date of May 12, 2017.

The following is required of the external auditor:

- complete the requirements of Division 10 of *The Cities Act*;
- express an opinion as to whether the financial statements fairly present the financial position of the enterprise or fund under review, the results of its operations for the year; and
- confirm reporting was done in accordance with stated accounting policies on a basis consistent with that of the preceding year.



## External Audit Services - Award of Request for Proposals

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The engagement must be conducted in accordance with generally accepted auditing standards as prescribed by the Canadian Institute of Chartered Professional Accountants (CICPA) and the Public Sector Accounting Board (PSAB). As part of the external auditor's service, the City will be advised of required improvements in internal accounting controls and systems, where such improvements are important, but not critical, to the expression of an opinion.

The City's financial statements are fully consolidated to include all entities directly controlled by City Council. However, the services provided exclude Remai Modern Art Gallery, SaskTel Centre and TCU Place for which the auditor appointed by the City must review and be satisfied with the work of the auditors appointed by those Boards.

### Report

#### RFP for Consulting Services

On March 31, 2017, an RFP for consulting services was advertised on the SaskTenders website with a closing date of May 12, 2017. The Administration received responses from the following proponents:

1. KPMG LLP (Saskatoon)
2. Deloitte LLP (Saskatoon)

The following criteria as detailed in the RFP was used in order to evaluate the proposals:

Criteria	Points
Firm's demonstrated knowledge and experience in the audit of similar size municipalities and other large entities	10
Qualifications and expertise of partners and staff, including consultants, to be assigned to the audit. Education, position in the firm, and years and types of experience will be considered as determined from resumes submitted	10
Firm's audit plan and philosophy related to the City of Saskatoon and related entities, particular terms of the audit work, use of technology and plans for dealing with start-up and familiarization of the entities	10
Total audit fees for the five-year term and the number of hours involved in the audit	40
Ability to meet proposed deadlines	30
<b>TOTAL</b>	<b>100</b>

Under the delegated authority of the Standing Policy Committee on Finance, it is the Committee's responsibility to select the external auditor. Since receiving both proposals, KPMG has since withdrawn from the competition.

Although Deloitte is the only remaining proponent, the RFP requirements were still met. Upon review of Deloitte's submission and an interview held at its in camera meeting on September 5, 2017, the Standing Policy Committee on Finance advised the Administration to proceed with the award of the External Audit RFP to Deloitte.

### **Options to the Recommendation**

City Council could choose not to award the External Audit to Deloitte. The Administration does not recommend this option as Deloitte meets all RFP requirements and it would require a reposting of the RFP potentially putting the external audit time table at risk.

Applying the principles for assessing the use of external resource, the option to have this work done in-house was not considered. As per Section 159(3) of *The Cities Act*:

“a council may not appoint a member of council, an employee of the city or an employee of one of its controlled corporations to be an auditor.”

### **Financial Implications**

The cost of the contract from either proponent is within the approved 2017 Operating Budget.

### **Other Considerations/Implications**

There are no policy, environmental, privacy, or CPTED implications or considerations, and neither a communication plan or public and/or stakeholder involvement is required at this time.

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

The award of RFP will be completed upon City Council approval.

### **Public Notice**

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

### **Report Approval**

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

External Audit – Award of RFP Oct 2017.docx



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **JSMB Adventures Inc. (Merlin Motors) Land Exchange and Servicing Agreement**

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

1. That the Administration be authorized to proceed with a land exchange and site servicing agreement with JSMB Adventures Inc. as per the terms noted in in the October 2, 2017 report of the CFO/General Manager, Asset and Financial Management;
2. That the City Solicitor be requested to prepare the agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal;
3. That Capital Project No. 1769, Land Development – Marquis Industrial Area, be used as the funding source for all servicing costs to be completed as part of the agreement, including legal, administrative costs and disbursements; and
4. That the Property Realized Reserve be used as in interim source of funding for all costs related to the land exchange part of this agreement, until such time as the Idylwyld Drive/Marquis Drive improvement project is established.

#### **History**

At the October 2, 2017 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department, dated October 2, 2017, was considered.

#### **Attachment**

October 2, 2017 report of the CFO/General Manager, Asset and Financial Management Department.

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## **JSMB Adventures Inc. (Merlin Motors) Land Exchange and Servicing Agreement**

### **Recommendation**

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

1. That the Administration be authorized to proceed with a land exchange and site servicing agreement with JSMB Adventures Inc. as per the terms noted in this report;
2. That the City Solicitor be requested to prepare the agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal;
3. That Capital Project No. 1769, Land Development – Marquis Industrial Area, be used as the funding source for all servicing costs to be completed as part of the agreement, including legal, administrative costs and disbursements; and
4. That the Property Realized Reserve be used as in interim source of funding for all costs related to the land exchange part of this agreement, until such time as the Idylwyld Drive/Marquis Drive improvement project is established.

### **Topic and Purpose**

The purpose of this report is to receive City Council approval for a land exchange and site servicing agreement with JSMB Adventures Inc. (JSMB) to accommodate land requirements for the future improvements to the intersection of Idylwyld Drive and Marquis Drive, and the installation of site servicing connections to the JSMB site that were not previously available.

### **Report Highlights**

1. The future improvements to the intersection of Idylwyld Drive and Marquis Drive will require the closure of the Idylwyld Drive Service Road resulting in access and egress changes to the JSMB property.
2. Municipal site service connections are now available to the JSMB property.
3. Terms of the agreement have been negotiated by Real Estate Services.

### **Strategic Goals**

Future changes to the Idylwyld Drive and Marquis Drive intersection support the long-term strategy of optimizing the flow of people and goods in and around the city under the Strategic Goal of Moving Around.

In addition, connecting the JSMB site to City of Saskatoon (City) services and the resulting payment of direct levies supports the long-term strategy of reducing the gap in funding required to rehabilitate and maintain the City's infrastructure under the Strategic Goal of Asset and Financial Sustainability.

## **Background**

The JSMB property, more commonly known as Merlin Motors, was developed in the 1980's before any City services were available to the area. Over the past few decades, the Marquis Industrial area has continued to be developed and has now reached the point that new, City-developed roadways are being constructed adjacent to the property and all City services are available to the JSMB site.

## **Report**

### Future Improvements at Idylwyld Drive and Marquis Drive

In the first half of 2018, the Administration will report on Idylwyld Drive and Marquis Drive to provide a recommendation to either construct an interchange or significantly improve the existing at-grade intersection.

A section of the Idylwyld Drive Service Road between Marquis Drive and the new 64<sup>th</sup> Street roadway (scheduled to be constructed in 2017) is proposed to be closed to accommodate the future interchange or an improved intersection at Idylwyld Drive and Marquis Drive. Closure of this section of roadway will result in elimination of the current access and egress points to the JSMB property. The JSMB site is located on the southeast corner of the Idylwyld Drive Service Road and Marquis Drive.

As a result of the closure of the service road, replacement accesses to the JSMB site will need to be accommodated via 64<sup>th</sup> Street and Siemens Avenue which are new roadways scheduled to be completed in 2017. To maximize efficiencies and cost savings, it is best to make these access changes at the same time as the construction of the new roadways.

Attachment 1 provides a visual summary of the various components related to the land exchange agreement.

### Municipal Site Service Connections

Development of the Marquis Industrial has now reached JSMB's site and is set to engulf the property. All municipal services are immediately adjacent and available for connection. With the planned construction of 64<sup>th</sup> Street and Siemens Avenue scheduled to be completed in 2017, the best time to connect to these services is now, prior to completion of the roadway surfacing.

As the JSMB property was developed long before grades for the future Marquis Drive Industrial area were developed and known, the site is somewhat lower than the adjacent roadways and properties. As a result, the typical method of overland drainage to accommodate 1-in-100-year storm events is not possible. To address this issue, a storm water outflow has been constructed in the southeast corner of the JSMB property which provides direct access to the adjacent storm pond.

### Significant Terms of the Agreement

The Administration has negotiated an agreement with JSMB for the land exchange to accommodate future improvements at Idylwyld Drive and Marquis Drive and related access relocations, as well as connection to the City's direct municipal services.

Significant terms of the agreement include:

- Conditional upon City Council approval by September 29, 2017.
- The City will receive 17,566 square feet of land along Marquis Drive from JSMB in exchange for 25,987 square feet along the Idylwyld Drive Service Road.
- The City will construct three replacement accesses to the JSMB site – one on 64<sup>th</sup> Street and two on Siemens Avenue, and arrange to have SaskPower and SaskTel lines along Siemens Avenue raised to accommodate vehicle haulers to access the site.
- Direct servicing charges of \$1,450,131.15 are payable to the City by JSMB with an initial deposit of \$483,377.05 due within 30 days of signing the agreement and the balance of \$966,754.10 due within 7 days of City Council approval of the agreement.
- The City agrees to construct a storm water outflow in the southeast corner of the site to accommodate drainage 1-in-100-year storm events.
- Possession on exchange areas will be on the Closing Date.
- Closing Date subsequent to the required subdivision and completion of the City's work.

### **Options to the Recommendation**

City Council can choose not to approve this land exchange and site servicing agreement. The Administration does not recommend this option since the land exchange accommodates the proposed future roadway improvements.

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

Public consultation will take place in the future regarding the proposed future improvements at Idylwyld Drive and Marquis Drive and the proposed closure of the service road between Marquis Drive and 64<sup>th</sup> Street.

Internal consultations were held with Transportation, Construction and Design, Land Development, Saskatoon Land, and the City Solicitor's Office.

### **Communication Plan**

At this time, a communication plan is not required. A communication plan will be established when the Marquis and Idylwyld Drive interchange project is formalized.

### **Financial Implications**

Construction costs relating to the land exchange including construction of new accesses to the JSMB site and raising SaskPower and SaskTel lines along Siemens Avenue are estimated to be approximately \$175,000, including taxes. Costs applicable to Capital

Project No. 1769, including construction of the storm water outflow in the southeast corner of the site is estimated to be approximately \$195,000, including taxes.

Initially, the Property Realized Reserve (PRR) will be used as an interim source of funding for the approximate \$175,000 in costs relating to the land exchange part of the agreement. Once the Marquis Drive/Idylwyld Drive improvement project is established, those funds are to be reimbursed to PRR.

Levies payable from JSMB for connection to the City's direct services are \$1,450,131.15. These services include water, sanitary, and storm sewer mains; curbing; street paving; and street lighting.

### **Other Considerations/Implications**

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

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

Construction of the proposed access and egress relocations and installation of the service connections and storm water outflow is expected to be completed in 2017.

There is no date set for commencement or completion of the proposed Idylwyld Drive/Marquis Drive improvement project.

### **Public Notice**

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

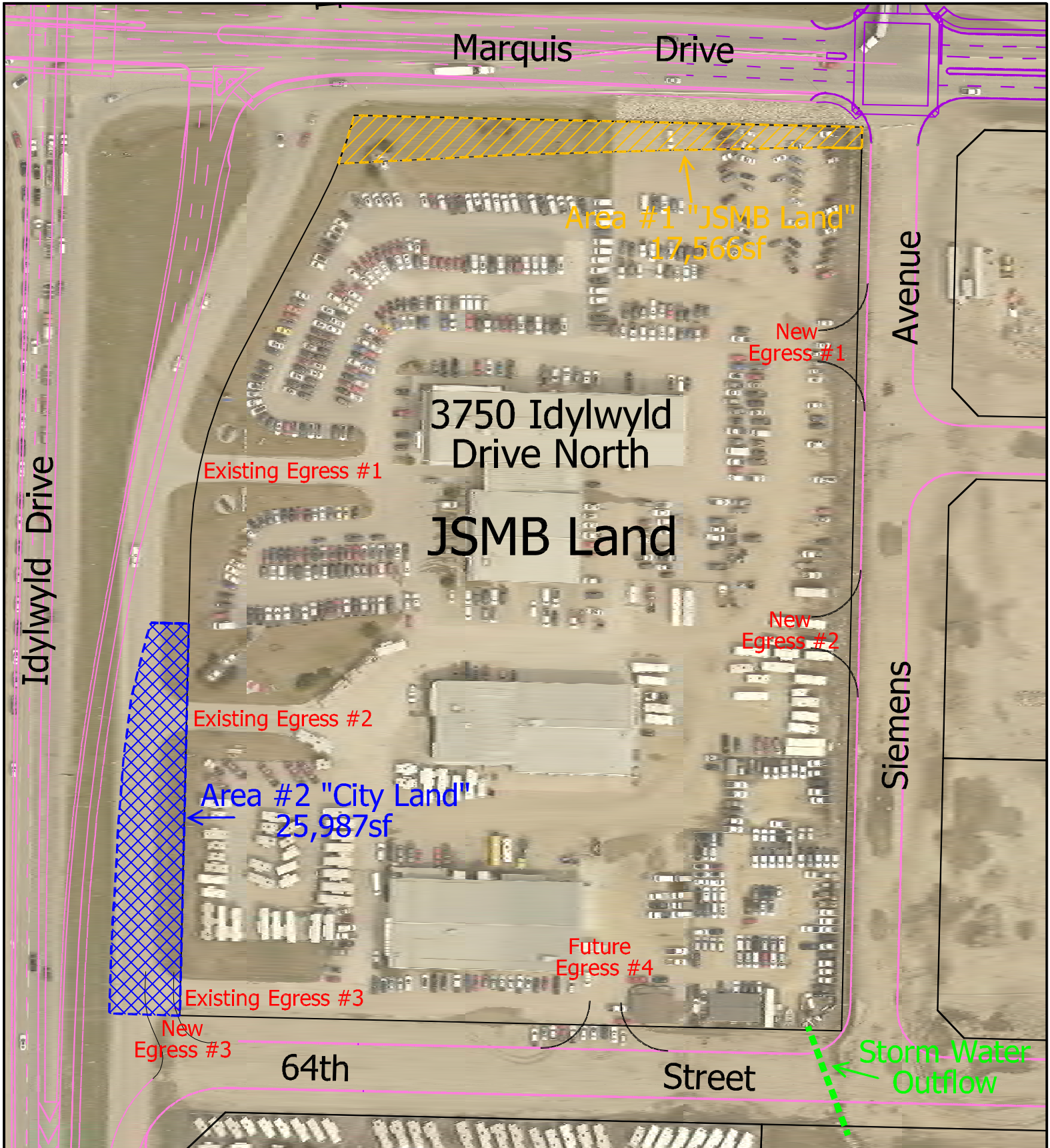
### **Attachment**

1. Land Exchange Drawing – JSMB Adventures Inc.

### **Report Approval**

Written by: Keith Pfeil, Manager, Real Estate Services  
Reviewed by: Frank Long, Director Saskatoon Land  
Jay Magus, Acting Director of Transportation  
Celene Anger, Director of Construction & Design  
Daryl Schmidt, Manager, Land Development, Construction & Design  
Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department  
Approved by: Murray Totland, City Manager

Land Exchange\_Servicing\_Merlin Motors (Oct 2017).docx



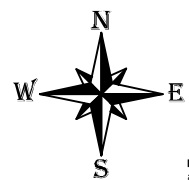
JSMB Land to Become Roadway = 17,566sf



City Land to be Consolidated into JSMB Parcel = 25,987sf



Possible Future Road Geometrics



Note: The City does not guarantee the accuracy of this drawing. To ensure accuracy, please refer to the Registered Plan of Survey. This drawing is not to scale. Distances are in metres unless shown otherwise. Do not scale.





## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Saskatoon Soccer Centre Inc. Tax Abatement Renewal**

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

1. That the Saskatoon Soccer Centre Inc. be granted a five-year tax abatement for the operation of the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre, commencing in 2016 and ending in 2020; and
2. That the City Solicitor be requested to prepare the required tax abatement agreement, and that the Mayor and the City Clerk be authorized to execute this agreement under Corporate Seal.

#### **History**

At the October 2, 2017 Standing Policy Committee on Finance meeting, a report of the General Manager, Community Services Department, dated October 2, 2017, was considered.

#### **Attachment**

October 2, 2017 report of the General Manager, Community Services Department.

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## Saskatoon Soccer Centre Inc. Tax Abatement Renewal

### Recommendation

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

1. That the Saskatoon Soccer Centre Inc. be granted a five-year tax abatement for the operation of the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre, commencing in 2016 and ending in 2020; and
2. That the City Solicitor be requested to prepare the required tax abatement agreement, and that the Mayor and the City Clerk be authorized to execute this agreement under Corporate Seal.

### Topic and Purpose

The purpose of this report is to recommend that Saskatoon Soccer Centre Inc. be granted a five-year tax abatement with respect to the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre. This would be a renewal of a previous agreement that expired in 2016 and would be subject to Saskatoon Soccer Centre Inc. making the necessary contributions to a capital reinvestment reserve fund for the two soccer centres.

### Report Highlights

1. Saskatoon Soccer Centre Inc. (Saskatoon Soccer) is a non-profit corporation that provides valuable recreational facilities for indoor soccer and other sports in Saskatoon.
2. Saskatoon Soccer is requesting a tax abatement renewal for a further five years, beginning in 2016, for the operation of the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre.

### Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life by ensuring existing and future leisure centres and other recreational facilities are accessible, physically and financially, and meet community needs; by supporting community-building through direct investment, and by building capacity within the community to address a broad range of issues and build consensus around collaborative responses.

### Background

Lease agreements have been signed with Saskatoon Soccer, a non-profit corporation, to lease lands from the City to operate the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre. The long-term lease agreements allow Saskatoon Soccer to lease municipal reserve land from the City in order to provide valuable recreational facilities for indoor soccer and other sports in Saskatoon.

At its December 5, 2011 meeting, City Council approved a report from the General Manager, Community Services Department, recommending that Saskatoon Soccer be granted a five-year tax abatement for the operation of the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre commencing in 2011 and ending in 2015.

This arrangement has a long history and is somewhat unique in that the buildings are located on City municipal reserve lands, but are owned and operated by a non-profit organization.

## **Report**

### **Saskatoon Soccer Centre Inc. Community Benefit**

Saskatoon Soccer facilities, Saskatoon Kinsmen/Henk Ruys Soccer Centre, and SaskTel Sports Centre are utilized by youth and adults, for both local and provincial soccer activities that include practices, league games, tournaments, and various camps and clinics. In addition, both facilities host various cultural, community and special events, and are utilized by a variety of youth and adult sport organizations including Kinsmen Tackle Football, ultimate disc frisbee, volleyball, lacrosse, baseball, lawn bowling, roller derby, and fly ball.

Saskatoon Soccer is well known for hosting numerous successful local, provincial, and national championships and events at these facilities. Saskatoon Soccer also offers daily drop-in playgroups for young children, walking groups for seniors, and drop-in soccer and sports programs for families. Saskatoon Soccer has estimated that there is approximately 1.4 million visitors annually to both the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre.

Centennial Collegiate and St. Joseph High School utilize SaskTel Sports Centre's indoor and outdoor fields for high school programming, as well as for junior football and soccer games as part of the Saskatoon secondary schools athletic development program.

Both recreation facilities are also designated as evacuation reception centres and have been utilized numerous times by the Province of Saskatchewan for residents of northern communities displaced by flood and/or fire emergency events.

### **Saskatoon Soccer Centre Inc. Tax Abatement Renewal**

*The Cities Act* permits City Council to grant tax abatements for up to five years providing that City Council enter into an agreement with the owner or occupant of any property. The City has long-term lease agreements with Saskatoon Soccer for both the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre.

In the past, most, if not all of the lands on which the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre operate, have been exempt from taxation. Previously, City Council granted Saskatoon Soccer a five-year tax abatement

with respect to the Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre, commencing in 2011 and ending in 2015.

Saskatoon Soccer continues to operate both recreation facilities for public recreation purposes. Under the terms of their lease agreements with the City, they are requesting a tax abatement renewal for five years, beginning in 2016. This request does backdate the tax abatement, noting that since 2016 there have been discussions regarding the use of the soccer centres and details had to be worked out for the joint operation of the SaskTel Sports Centre. These discussions delayed the preparation of this report until this time.

The standard tax abatement agreement specifies the obligations of each party and the consequences of a breach. Saskatoon Soccer has made all the necessary contributions to the capital reinvestment reserve fund that were agreed upon. This fund, is held in trust at the City, and used for any renovations, upgrades, or replacements that may be required for the facilities.

This approach aligns with the practice of non-profit organizations seeking to establish and operate a recreational facility on municipal reserve lands and being granted a tax abatement on the condition that the organization demonstrates there are sufficient funds available to address construction and operating costs as well as any renovation or replacement needs, as the City does not want to assume the responsibility for such costs.

Further, this tax abatement request aligns with previous requests for tax abatements where the non-profit user is operating a recreational facility that has broad community engagement in recreational endeavours.

### **Options to the Recommendation**

City Council could choose to not grant a five-year tax abatement to Saskatoon Soccer. The Administration recognizes that any change to now require the paying of property taxes would have an adverse economic impact on the ability of Saskatoon Soccer to continue to provide and maintain Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre; further direction would then be required.

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

Saskatoon Soccer has been involved in the process of reviewing the Tax Abatement Agreement and is in agreement, in principle, with the terms and conditions.

### **Financial Implications**

The tax abatement request is for the total taxes, including City, library, and education taxes. The table below summarizes the tax abatement related to the portion of City taxes required, including library tax for Saskatoon Kinsmen/Henk Ruys Soccer Centre and the SaskTel Sports Centre for 2016 and 2017.

## Saskatoon Soccer Centre Inc. Tax Abatement Renewal

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Saskatoon Soccer Centre Inc.	Actual	
	2016	2017
Saskatoon Kinsmen/Henk Ruys Soccer Centre	\$115,583.00	\$114,001.99
SaskTel Sports Centre	\$264,787.13	\$271,109.76

Subject to City Council granting Saskatoon Soccer a five-year tax abatement, the 2018 to 2020 tax abatement will be adjusted on an annual basis.

### Other Considerations/Implications

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

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

No follow-up is required at this time.

### Public Notice

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

### Report Approval

Written by: Brad Babyak, Section Manager,  
Recreation and Community Development  
Reviewed by: Lynne Lacroix, Director of Recreation and Community Development  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2017/RCD/FINANCE – Saskatoon Soccer Centre Inc. Tax Abatement Renewal/gs



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Civic Conservatory Repair Assessment and Renewal Options**

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

That the report of the A/General Manager, Corporate Performance Department dated October 10, 2017, be received as information.

#### **History**

At the October 10, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated October 10, 2017 was considered.

#### **Attachment**

October 10, 2017 Report of the A/General Manager, Corporate Performance.

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## Civic Conservatory Repair Assessment and Renewal Options

### Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

That this report be considered during the 2018 Business Plan and Budget deliberations.

### Topic and Purpose

The purpose of this report is to update City Council on conservatory operations and building condition and seek direction on initial steps for renewal of the facility.

### Report Highlights

1. In 2016, the conservatory attracted over 70,000 visits despite the art gallery's closure. This is 17% down from the 2014 peak yet similar to 2012 and 2013 totals. Many are repeat visitors and come from diverse user groups.
2. The City is in discussion with the Children's Discovery Museum (CDM) on future program partnerships. The City's Healthy Yards and Winter City programs also present opportunities for collaboration.
3. An updated building condition assessment shows the need for a new roof and glazing as well as significant accessibility upgrades.
4. A \$2.3M restoration option would result in addressing identified deficiencies, leaving a program area of 1,011 sq. ft. at a cost of \$2,318/sq. ft.
5. A \$3.5M expansion option would address deficiencies and result in a program area of 2,798 sq. ft. at cost of \$1,252/sq. ft. It would also allow for more functionality and revenue generation opportunities.
6. Further program development is needed in order to pursue expansion. Engaging stakeholders in initial design development is a proposed first step.

### Strategic Goals

This report supports the Strategic Goals of Asset and Financial Management, Quality of Life, and Sustainable Growth. The proposed project will improve a City-owned asset and increase access and functionality of this cultural facility. It also supports the City Centre as a cultural and entertainment district and preserves the character of the Mendel Building as a heritage structure.

### Background

In August 2010, a condition assessment of the conservatory found that the original 1964 fibreglass roof needed replacement and that the single-ply wall glazing should be upgraded for aesthetic, operational and energy usage considerations. An Accessibility Audit was completed for the City by ADA Architecture in 2014. It outlined the need for interior path widening, a power entrance door and a passenger elevator or platform lift to meet the City's 2012 Facilities Accessibility Design Standards (FADS).

In 2016, the City retained Kindrachuk Agrey Architects (KAA) to update the 2010 building condition assessment, propose a technical approach to repairs and estimate costs. Proposed initial designs were to be sympathetic to the Mendel's architectural character. The idea of expanding the conservatory was an outcome of the Kinsmen Park and Area Master Plan approved by Council in 2011.

### **Report**

#### Current Use

Apart from evening closure, the conservatory has continued normal operations since the Mendel Art Gallery closed. The Civic Conservatory - Current & Future Use document, Attachment 1 shows visitor data. Although estimates for 2016 show a 17% drop in attendance from the peak pre-closure total (2014), they do not differ from 2012 and 2013 totals. Despite evening closure and the lack of gallery spin-off visitors, the conservatory continues to draw over 70,000 visitors per year. Visitor numbers are higher January-June. A 2013 survey (677 visitors) revealed 61% visited four or more times per year, 96% were satisfied with the displays and 90% supported user fees if necessary. In addition to random visitors, the conservatory plays a role in Open Door Society programs and relates to users of City Hospital and a variety of other stakeholder groups. The conservatory will temporarily close in September 2017 to allow for the start of Mendel building asbestos remediation and construction of the CDM.

#### Future Use

Attachment 1 is an initial list of possible opportunities for future use. In addition to continuing its current function, collaboration is underway with the CDM to partner in programming once the museum opens and in the pre-opening period as part of a City/CDM Programming Services Agreement. In an expanded conservatory, additional functions could be possible, such as supporting Healthy Yards showcasing alternative energy and supporting Winter City Strategy actions.

#### Building Condition Assessment

The Civic Conservatory - Building Condition Assessment - Summary (Attachment 2) indicates that the 1964 fibreglass skylight roof is well past its 15-year life expectancy and is leaking. It is not up to code regarding snow loads but its support structures are in good condition. Safety rails and tie-offs are not present. It is uncertain whether existing glazing is up to code with respect to wind loads. Roof and glazing replacement is estimated to reduce heat loss by 70%. On accessibility, KAA found that in addition to the 2014 audit findings, upper and lower level washroom upgrades are also needed to be FADS-compliant.

#### Option 1 - Restoration

Option 1 as outlined in the Civic Conservatory - Option Estimates and Drawings document (Attachment 3) would remedy current structural and accessibility issues and entails no expanded conservatory footprint apart from adding an elevator on the east side. This elevator would provide access from both upper and lower levels of the building. Main and lower level washrooms receive accessibility upgrades. Due to path widening, program area would be reduced by 26%. The new roof would have a similar



appearance to the existing one. The cost of this option is estimated at \$2.3M for 1,011 sq. ft. of program area, or \$2,318/sq. ft. Replanting of the program area would be similar to existing.

### Option 2 - Expansion

Option 2 as outlined in Attachment 3 would remedy current structural and accessibility issues and double the conservatory footprint, replacing the existing outdoor garden. Key elements of this garden were re-located to the Forestry Farm Park in 2008. Accessibility would be provided through internal ramps and lowering the conservatory floor to match the lower level of the main Mendel building. No elevator is needed. Main and lower level washrooms receive accessibility upgrades. Space efficiencies in path design mean program area would increase by 105%. Both the new roof and additional pillars would have a similar appearance to existing ones. The cost of this option is estimated at \$3.5M for 2,798 sq. ft. of program area, or \$1,252/sq. ft.

Expansion could both broaden functionality and strengthen the facility's financial sustainability. Revenue could be generated from weddings, corporate meetings and community gatherings. An expanded space would also be more marketable to a corporate sponsor. It would provide value both in capital and operating costs. In program area, per square foot construction costs would be 46% less. Operational costs would be less than double partly due to not requiring elevator maintenance.

### Proposed Design Development Consultation

Although expansion provides more compelling value, further development of program ideas is needed to justify the investment. The proposed step of completing initial design development would engage stakeholders and the public in creating an integrated program for the expanded space, with the understanding that construction is contingent on senior government funding. This process would be led internally by existing staff.

### **Options to the Recommendation**

City Council may choose instead to approve design development of Option 1 (restoration), or permanent closure of the Civic Conservatory.

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

Consultation will engage current and potential Conservatory users and will employ workshop and digital formats. Designs will also be presented to the Municipal Heritage Advisory Committee for comment.

### **Communication Plan**

A communications plan will be created once the general direction of the Conservatory planning is established. The City's project webpage will be updated accordingly.

### **Financial Implications**

No Civic Buildings Comprehensive Maintenance (CBCM) Reserve funds nor Corporate Accessibility Implementation funds are currently allocated for this project. Accordingly, further work is needed to identify appropriate funding sources. Phase II of the federal

Investing in Canada Plan was announced in July and specifies \$56M in Community, Culture and Recreation Infrastructure funding for Saskatchewan. The proposed step of stakeholder consultation and design development is intended to generate a supportable project for grant funding.

Estimates from Attachment 3 show that design development of Option 2 (expansion) will require \$135,000. The detailed design phase and design costs are included in the construction cost estimates in future years. Funding is recommended via the Asset and Financial Management Departmental Capital Reserve. This work will include initial estimates of projected operating costs based on the higher-efficiency roofing and glazing, larger building volume, and any operating implications.

As a high visibility unique space, the conservatory may also have significant sponsor appeal. It will be referred to the Naming Rights & Sponsorship Capital Project Committee to include in its asset inventory and valuation.

### **Other Considerations/Implications**

The Administration will be recommending to Council later this year that the Mendel building receive municipal heritage designation. Potential expansion of the conservatory will be accounted for in the designation.

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

Following stakeholder consultation and design development, the Administration will report to Council in early 2018 with a proposed program for an expanded Conservatory and a strategy for securing capital funding.

### **Public Notice**

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

### **Attachments**

1. Civic Conservatory - Current and Future Use
2. Civic Conservatory - Building Condition Assessment - Summary
3. Civic Conservatory - Option Estimates and Drawings

### **Report Approval**

Written by: Eric Westberg, Project Manager, Corporate Initiatives  
Reviewed by: Brenda Wallace, Director of Environmental & Corporate Initiatives  
Clae Hack, Director of Finance  
Darren Crilly, Director of Parks  
Troy LaFreniere, Director of Facilities & Fleet  
Approved by: Jeff Jorgenson, A/General Manager, Corporate Performance Department

CP EUCS EW – Admin Report - Civic Conservatory Repair Assessment and Renewal Options.docx

## Civic Conservatory – Current and Future Use

### Current: Visitor Statistics

The data below show these findings:

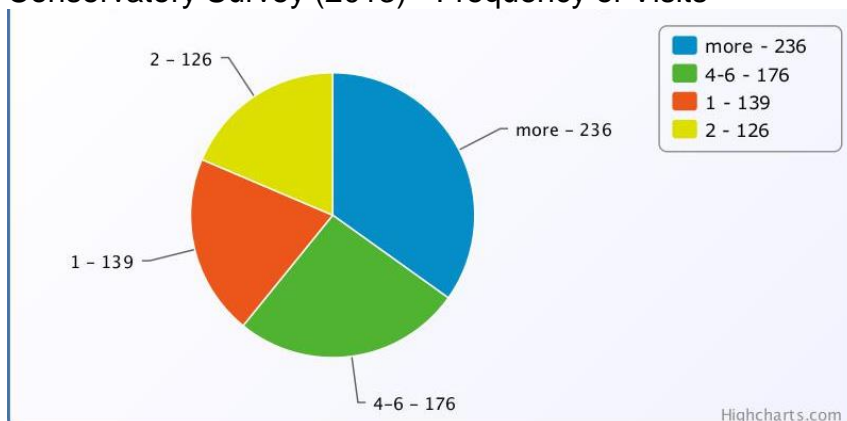
- Since the art gallery closure, conservatory attendance is down only slightly with approximately 60% of visits between January and June.
- Gallery staff estimate 80% of school tours included the conservatory.
- A 2013 survey conducted by the Parks Division identified 61% of visitors visited four or more times per year. Of note, 90% of survey respondents supported the concept of introducing an entrance fee/annual pass.

Total Annual Attendance-- Mendel Building							
	2010	2011	2012	2013	2014	2015	2016
Art Gallery	181,053	162,475	177,527	168,972	163,181	n/a	n/a
Conservatory	82,239	79,855	78,044	76,308	92,732	85,299	76,491*
*est due to July closure for repairs							

Seasonal Variation in Conservatory Attendance			
	Average 2010-2014	2015	2016
Jan to Mar	28%	27%	31%
Apr to Jun	32%	40%	28%
Jul to Sept	21%	16%	16%
Oct to Dec	19%	17%	25%

Annual Number of School Group Tours (Average 2010-2014)			
	K-12 Public, Catholic & Rural	Preschool, Private & Other Regions	Total
Mendel Art Gallery	260	65	325
Mendel Conservatory (est)	208	52	260
per month for Conservatory	17	4	21

### Conservatory Survey (2013) - Frequency of Visits



### **Current: Types of Visitors**

In addition to diverse individuals, several distinct user groups are recurring visitors:

- Daycares
- Children with autism and their caregivers
- City Hospital patients and family members
- Camera club and art classes
- Saskatoon School of Horticulture
- Wedding parties

The Open Door Society tours the Conservatory with newcomers and has noted its role in helping them stay connected with their culture from seeing plants and trees from their homelands. This experience adds to their sense of belonging in Saskatoon and provides respite as they adapt to the prairie winter.

### **Future: Children's Discovery Museum (CDM)**

On August 21, 2014, City Council directed staff to prepare a Program Services Agreement, whereby the City will contract the CDM to provide programming oriented to winter, multi-generational families and the animation of Kinsmen Park. Conservatory-related opportunities identified in 2014 included summer day camps, sleepovers, and artists-in-residence. The Agreement is anticipated to take effect in 2018.

### **Future: Environmental Education & Alternative Energy**

An expanded conservatory may create opportunities to advance City environmental education programs.

### Healthy Yards

Program components which could relate to the conservatory include:

- Biodiversity / native plants (indoors and adjacent river valley)
- Chemical-free, low-water and small space gardening approaches
- Accessible gardening
- Composting and growing food
- Plants and techniques adaptive to climate change

The current Healthy Yards Demonstration Garden is at the Garden Patch on 2<sup>nd</sup> Ave near 33<sup>rd</sup> St, operated in partnership with the Saskatoon Food Bank and Learning Centre. The site is open late May to September. School tours take place at the site, but capacity is limited due to the short overlap with the school year.

Locating a Healthy Yards component in an expanded conservatory could allow for school tours through the full school year, and could maximize learning opportunities for children through co-location with the CDM.

### Student Action for a Sustainable Future

This program engages 12 classrooms per year in action projects related to food, water, energy, waste, biodiversity and transportation. The conservatory could demonstrate best practices in food, water and biodiversity for students to apply in their projects.

### Elm Wood Biomass Energy

The City is pursuing opportunities to showcase biomass wood waste heating and save \$75,000 in annual landfill fees resulting from tree pruning. Annual pruning generates 700-900 tonnes of wood waste which could generate 3,200 mW of energy. The conservatory would offer a high-visibility location for such a demonstration project.

### **Future: Winter City Strategy**

During public consultations in 2016 and 2017, participants stressed the need to leverage existing City assets. The conservatory was noted multiple times as a facility particularly relevant in winter. Specifically, the facility offers one of only a few public warming facilities along the river. An expanded facility could further maximize Winter City-related benefits. For example, some cities have created compelling event space within their conservatories to enhance winter vibrancy. As the Strategy develops for Saskatoon, it is anticipated some specific recommendations related to conservatory operations may be identified.

## **Civic Conservatory - Building Condition Assessment - Summary**

### Introduction:

The facility assessment was conducted by Kindrachuk Agrey Architecture, Robb Kullman Engineering (Structural), and WSP (Mechanical & Electrical). Opened in 1964, and without having any significant physical upgrades since, the Conservatory is expectedly showing significant signs of wear. Sprinklering of the entire building will be done in 2018 as part of the City/CDM joint design & construction project.

### Building Envelope:

The existing glazing wall envelope and fibreglass skylights have exceeded their life cycle. It is not clear if the existing single layer glazing system is adequately reinforced to withstand current design wind-loads. Catastrophic failure is a possibility with no way of forecasting the event. A new glazing system envelope would require added column support and cross-member reinforcing.

The building code now requires roof design to account for snow-loads and live-loads cumulatively. The risk associated with the existing roof system is not quantifiable in relation to this new requirement. Catastrophic failure is a possibility with no way of forecasting when it will happen. The skylights show UV damage and are leaking. No documentation exists of gel-coat preventative maintenance, which is recommended every five years. A complete review of the assembly condition has not been undertaken for some time due to concern over the weight-bearing capacity of the system.

Saskatchewan Occupational Health and Safety define the requirements for proper tie-offs and/or guard-rails when accessing high places. The roof does not satisfy these requirements, making servicing hazardous.

The existing concrete column and beam structure has been reviewed and is adequately built to withstand the current minimum load requirements. In this regard, it is feasible to upgrade or expand the building envelope using the existing structure.

### Accessibility:

The building does not meet minimum National Building Code or FADS requirements for accessible washrooms nor accessibility of the display area. Current access to the floor level of the Conservatory from the Lobby is only by stair.

### Sustainability:

Upgrading the building envelope (glazing walls and roof/skylight system) and mechanical systems to current standards could result in up to a 70% reduction in fuel consumption.

## Civic Conservatory – Option Estimates and Drawings

<b>OPTION 1-- RESTORATION</b>		
<b>Architectural</b>		\$ 1,033,000
Skylights & glazing system; elevator; path widening; washroom upgrades		
<b>Structural</b>		\$ 105,000
Elevator and wind bracing of glazing		
<b>Mechanical</b>		\$ 120,000
Heating, fire systems and utilities		
<b>Electrical</b>		\$ 50,000
LED Lighting; signage; elevator connections		
<b>General</b>		\$ 494,424
Overhead, profit, contingency, & PST		
<b>Project Costs</b>		\$ 540,727
Design Development Phase	\$100,000	
Remainder of Project	\$440,727	
<b>TOTAL</b>		<b>\$ 2,343,151</b>
<b>OPTION 2-- EXPANSION</b>		
<b>Architectural</b>		\$ 1,378,000
Skylights & glazing system; ramps & retaining walls; washroom upgrades		
<b>Structural</b>		\$ 385,000
Excavation & foundation; tree columns & roof beams; steel		
<b>Mechanical</b>		\$ 147,500
Heating, fire systems and utilities		
<b>Electrical</b>		\$ 45,000
LED Lighting; signage		
<b>General</b>		\$ 739,179
Overhead, profit, contingency, & PST		
<b>Project Costs</b>		\$ 808,403
Design Development Phase	\$135,000	
Remainder of Project	\$673,403	
<b>TOTAL</b>		<b>\$ 3,503,082</b>

## Option 1



River side Aerial View – Option #1 – Restoration



River side path View – Option #1 – Restoration





## Option 2



Aerial View – Option #2 – 100% Expansion (underlay Google Earth 2017)



Street View – Option #2 – 100% Expansion



**KINDRACHUK AGREY**  
ARCHITECTURE

## ASSET & FINANCIAL MANAGEMENT

To: His Worship the Mayor and  
Members of City Council

Date: October 23, 2017

Phone:

Our File: AF600-1 x 1815-1

From: Clae Hack  
Acting General Manager

### Re: Civic Conservatory Repair Assessment and Renewal Options

At its October 10, 2017 meeting, the Standing Policy Committee on Environment, Utilities and Corporate Services considered a report from the Acting General Manager, Corporate Performance Department, entitled "Civic Conservatory Repair Assessment and Renewal Options" which outlined the potential next steps regarding the future of the Civic Conservatory.

The report stated that "No Civic Buildings Comprehensive Maintenance (CBCM) Reserve funds nor Corporate Accessibility Implementation funds are currently allocated for this project."

The Committee raised several questions surrounding the CBCM Reserve as a potential funding solution for this project, and the Administration committed to providing an update prior to the October 23, 2017 regular meeting of City Council.

As stated in the Capital Reserve Bylaw (Bylaw No. 6774), the purpose of CBCM is as follows:

### Civic Buildings Comprehensive Maintenance Reserve

#### 19. Purpose

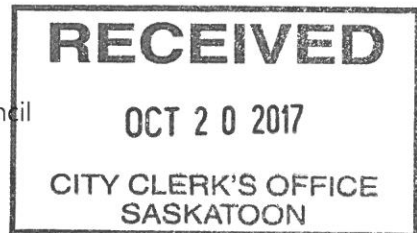
- (1) The purpose of the Civic Buildings Comprehensive Maintenance Reserve is to finance the cost of repairs to those of the City's buildings and structures in respect of which monetary contributions are made to this Reserve.

As seen above, CBCM is designed to fund the repairs and maintenance of civic facilities, therefore, the allocation of CBCM funds to a future Civic Conservatory project depends on the future design and whether an expansion or replacement is undertaken.

Under both scenarios, CBCM would provide some level of funding as a repair and maintenance component would be included, however, as CBCM is not designed for full expansions or replacements, other funding sources such as government funding will need to be identified. The Administration will report back in early 2018 along with further stakeholder consultation and potential funding options for the next steps.

CH:ymb

**From:** City Council  
**Sent:** Friday, October 20, 2017 2:09 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Friday, October 20, 2017 - 02:08  
Submitted by anonymous user: 207.195.120.231  
Submitted values are:

Date: Friday, October 20, 2017  
To: His Worship the Mayor and Members of City Council  
First Name: Peggy  
Last Name: Sarjeant  
Address: 674, University Drive  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7N 0J2  
Email: williampeggy@sasktel.net

Comments:  
Civic Conservatory: Options for renewal  
Mayor and Councillors,

I am delighted to learn that the City is considering restoring and possibly expanding the Civic Conservatory. I was worried that it might have got forgotten in the focus on the Children's Discovery Museum! The Conservatory is a tiny gem - one of the few places in the city that can provide respite during the long winter months – where people can sit and enjoy the greenery, appreciate the variety of plants and be surrounded by the scent of flowers. I think we underestimate the therapeutic value of such a space. Unfortunately, the current conservatory is so tiny that visitors are often almost rubbing shoulders with each other. I would fully support an expansion to double its size. This would enable more seating to be included, something that would be much appreciated, especially by the elderly. Some aspects of the report, however, I find troubling. There does not seem to be a coherent view of what the conservatory should actually be. Is it a place which showcases exotic and non-winter-hardy plants or is it a place that demonstrates how to make compost? It cannot do both. There simply would not be enough room. Also, we need to be careful that introducing other functions does not negatively affect the prime function of any conservatory – that of providing a place for growing and showing plants, which cannot be grown outside in Saskatchewan. A large portion of the report is devoted to “programming”, much of which is aimed at children. I fail to see the need to “animate” this space. Cannot the plants speak for themselves? Cannot visitors, even small people, just walk around and admire the flowers? If activities need to be introduced, then we should be looking at activities that have the least impact on the ambience of the space. We should also recognize the value of the conservatory as a place of relaxation, a sanctuary where people of all ages – children included – can unwind after a visit to the Children's Museum or the playground. I even envision a quiet spot in the conservatory where small yoga or meditation classes take place. In conclusion, I fully support the expansion of the current conservatory and ask you to carefully consider its prime function. I believe this is the only public winter green space in the city. Please do not dilute its value as a place of respite and relaxation.

Yours truly,  
Peggy Sarjeant.

The results of this submission may be viewed at:



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Environmental Sustainability – Community Engagement Approach**

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

1. That the update on the communications and engagement strategies for Waste Diversion and Climate Change be received;
2. That the City enter into an extension of the current agreement with Ion Design Inc. for an additional sum of \$40,000 in accordance with the terms set out in this report;
3. 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 amending Agreement under the Corporate Seal; and
4. That use of Reserves be considered as one of the financial options for any capital investment for the new way service levels.

#### **History**

At the October 10, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated October 10, 2017 was considered.

In addition to an update to City Council on the communications strategy and engagement approach for Waste Diversion and Climate Change as well as obtaining City Council approval to extend the Consulting Services Agreement with Ion Design Inc. to enable the production of videos, your Committee is also recommending that use of reserves be considered as one of the financial options for any capital investment for the new way service levels.

#### **Attachment**

October 10, 2017 Report of the A/General Manager, Corporate Performance.

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## Environmental Sustainability – Community Engagement Approach

### Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the update on the communications and engagement strategies for Waste Diversion and Climate Change be received;
2. That the City enter into an extension of the current agreement with Ion Design Inc. for an additional sum of \$40,000 in accordance with the terms set out in this report; and
3. 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 amending Agreement under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to provide an update to City Council on the communications strategy and engagement approach for Waste Diversion and Climate Change as well as obtain City Council approval to extend the Consulting Services Agreement with Ion Design Inc. to enable the production of videos.

### Report Highlights

1. Communications strategies are being developed for Waste Diversion and Climate Change to provide support and background information to community engagement activities.
2. The engagement approach to each initiative focuses on building understanding within the community, enabling meaningful discussions, and developing community-informed next steps for the City of Saskatoon as changes to waste management are considered and climate change plans are developed.
3. Each phase of the engagement strategy will include a variety of tools and techniques to engage residents, the Industrial, Commercial and Institutional sector, and stakeholders having valuable expertise related to the two environmental sustainability plans being developed.
4. Videos are a useful way to communicate relevant information and stimulate community dialogue. An extension of the existing Consulting Services Agreement with Ion Design Inc. of approximately \$40,000 is required to enable production of a suite of videos to educate and support engagement on Waste Diversion; Council approval is required as per the Corporate Purchasing Procedure Policy.

### Strategic Goals

This report supports the Strategic Goal of Environmental Leadership through the four-year priorities of promoting and facilitating city-wide composting and recycling to reduce the rate and volume of waste sent to the landfill and implement energy-efficient

practices in City buildings, transportation, and operations. It also supports the long-term strategy to reduce Greenhouse Gas emissions (GHG) tied to City operations, and to support the Saskatoon community in emissions reduction activities.

### **Background**

City Council, at its meeting held on March 27, 2017 considered the Award of RFP Waste and Recycling Communications report.

City Council, at its meeting held on June 26, 2017, considered the Waste Diversion Communication and Engagement report which outlined the Communications Strategy.

Standing Policy Committee on Environment, Utilities and Corporate Services held on September 11, 2017, considered the Climate Change Mitigation Business Plan – Opportunities report which included results from the 2017 Environmental Awareness Survey.

### **Report**

The Waste Diversion Plan and Climate Change Mitigation Business Plan will be developed on the basis of extensive engagement with the community. These initiatives are at varying stages of public discussion and knowledge; therefore, both plans require separate strategies for communications and engagement. The waste diversion conversation is already on-going in the community, while the climate change conversation has not been an intentional dialogue to date.

### Update on the Communications Strategy for Waste Diversion

The communications strategy that City Council received on June 26, 2017, has been updated. Attachment 1, 2017 Waste Diversion Communications provides highlights on the updated strategy.

Communications and education about waste diversion provide the awareness necessary for community engagement on future changes to waste management. In addition to the tools discussed in the June report (including discussion papers, social media content, infographics, email marketing, and a Waste Challenge), Administration proposes developing a suite of videos. Videos are a useful way to communicate relevant information and stimulate community dialogue and can be shared by the community through social media channels. The 30-day Waste Challenge was launched on October 2, 2017.

The Waste Diversion Plan will provide a roadmap for the City of Saskatoon's waste management programs including analysis of financing options, changes to the Waste Bylaw, collection frequency, disposal bans, recycling options, city-wide organics, data management, and community education and awareness. Communications will be developed to explain these potential changes in a manner that supports community dialogue and provides clarity on what is possible.

### Communicating Climate Change

Reducing greenhouse gas emissions is a global issue that can be impacted by local initiatives, in particular, activities involving the participation of the entire community. Administration is developing a communications strategy that will focus on building public awareness and participation in climate change mitigation activities. Rather than focusing on opportunities for individual action, communications will encourage Saskatoon residents and businesses to work together to build a plan for mitigating the impact of climate change.

The tone of the campaign will remain upbeat, interesting, and fun, focussing on collective responsibility, successes, benefits, and showcasing collaboration and partnerships.

The core message will demonstrate that it's time for the community of Saskatoon to take action, and encourage stakeholders to get involved in engagement activities. Attachment 2, 2017 Climate Change Communications Highlights, outlines the communication strategy for climate change in more detail.

### Engagement Approach

Lura Consulting has been commissioned to help the City develop a community engagement strategy and approach for both waste diversion and climate change. The engagement process uses the principles of Inform, Consult, Involve and Collaborate as part of the IAP2 Spectrum of Involvement to encourage interactions with the community that are meaningful, consistent, relevant, and effective.

The City has proposed a three-phase engagement process for waste diversion and climate change, including phases for building understanding within the community, discussing options for moving forward, and determining community-informed next steps for each strategy. Given that each project is at different phases of conversation within the community, the overall strategy is similar, but the specific activities and outputs are expected to be different. A summary of each approach is outlined in Attachment 3, Engagement Approach for Waste Diversion and Climate Change.

A variety of techniques will be used in order to reach a wide audience of residents and stakeholders on both waste diversion and climate change. Common engagement techniques include open houses, pop-ups, surveys, online activities, social media, stakeholder interviews and working groups, and a resident reference panel. The techniques used at each of the three-phased approach will be selected based on achieving the goal of engagement; more detail is available in Attachment 4, Techniques for Waste Diversion and Climate Change Mitigation Engagement. Videos were not included in the original agreement, but have been identified as a popular and effective method for attracting attention and educating citizens.

### Extension for Video Production to Support Waste Diversion

Ion Design Inc. has been hired to design and produce the creative for Waste Diversion communications with an original Consulting Services Agreement of \$80,000 for a one

(1) year term (of which over \$40,000 will be spent specifically on recycling awareness campaigns required by contracts with the City’s residential recycling service providers).

Videos were not included in the original agreement, but have been identified as a popular and effective method for attracting attention and educating citizens, expecting to cost an additional \$40,000. This will require City Council approval as the extension is greater than 25% of the original contract value. An extension to Ion Design Inc. is being recommended in accordance with the Corporate Purchasing Procedure Policy, specifically, the provision for procurement to extend the work on an existing project where it is considered to be more economical, efficient, and expedient than doing an RFP. Video production by Ion Design Inc. will be more efficient as they understand the project scope and goals, have developed the initial creative materials (infographics) and will build on their existing work to produce the videos.

Administration is proposing to add two graphic designers as part of the 2018 Business Plan and Budget under the Corporate Support Service Line. In the interim, the City does not currently have the internal staff resources to achieve this initiative in the required time frame.

**Options to the Recommendation**

City Council may choose to direct the Administration to explore alternate methods of engagement with the community. Given the experience of Lura Consulting in engagement practices with other municipalities on waste and mitigation programs, the Administration feels the strategy is sound. Further, the newly hired Engagement Specialist can work with Lura Consulting to adjust the rollout of the strategy that meets the needs of the community and the projects as they unfold.

There are two options should City Council choose not to expand the Consulting Services Agreement with Ion Design Inc.:

1. An RFP could be issued for video production. Administration is not recommending this approach as the videos would likely not be ready in time to support community engagement plans.
2. Videos can be dropped from the communications strategy.

**Public and/or Stakeholder Involvement**

Public and stakeholder involvement is a key component of the success of both the Waste Diversion Plan and Climate Change Mitigation Business Plan; the engagement approaches outlined in this report are intended to provide thorough engagement of these groups. Key stakeholders may include the general public, content experts, businesses, institutions, City staff, and City Council. Where possible throughout the engagement process, the City will look to leverage resources and partner with other ongoing engagement initiatives. This will further the reach of the project and ensure an efficient approach to project delivery.



### **Communication Plan**

In addition to the overview of the communication strategies provided in this report, more detailed communication plans will be developed during the project-planning phase for each initiative under the Waste Diversion Plan and/or Climate Change Mitigation Business Plan.

### **Policy Implications**

According to Policy A02-027, Corporate Purchasing Procedure, City Council approval is required for contract increases above 25% of the original contract value.

### **Financial Implications**

The production of a suite of videos will require an additional investment of approximately \$40,000. Funds are available within the existing budget for Capital Project #2184 (Waste Characterization Study).

### **Environmental Implications**

The Waste Diversion Plan represents an opportunity for the City to reach its goals of diverting 70% of waste from the Landfill by 2023. Greenhouse Gas emissions implications and other environmental protection measures will be estimated and reported on as the Waste Diversion Plan is developed.

The Climate Change Mitigation Business Plan will create options and a roadmap to reach its corporate and community targets of 40% and 15% reduction by 2023, and 80% reduction by 2050, using the 2014 Emissions Inventory as the benchmark.

### **Other Considerations/Implications**

There are no privacy, CPTED implications or considerations.

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

Follow-up reports on the results of the engagement strategy will be prepared for the Standing Policy Committee on Environment, Utilities and Corporate Services in the spring, 2018.

### **Public Notice**

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

### **Attachments**

1. 2017 Waste Diversion Communications Highlights
2. 2017 Climate Change Communications Highlights
3. Engagement Approach for Waste Diversion and Climate Change
4. Techniques for Waste Diversion and Climate Change Mitigation Engagement

### **Report Approval**

Written by:                   Nasha Spence, Environmental Accounting Manager

## Environmental Sustainability – Community Engagement Approach

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Approved by: Amber Weckworth, Education & Environmental Performance  
Manager  
Brenda Wallace, Director of Environmental & Corporate Initiatives  
Jeff Jorgenson, A/General Manager, Corporate Performance  
Department

CP EUCS NS Admin Report - Environmental Sustainability - Community Engagement Approach

## 2017 Waste Diversion Communications Highlights

### BACKGROUND

Current City of Saskatoon waste diversion programs are achieving a waste diversion rate of 21.8%. In order to begin moving toward the diversion target of 70% by 2023 and the long term goal to achieve Zero Waste, a comprehensive plan must be established to identify the programs and policy options that will identify the path to meeting this target.

#### What is possible?

Based on the Waste Diversion Opportunities Report, work has begun on the development of a Waste Diversion Plan that will provide a potential long-term roadmap for the City's waste management programs and recommended policies and initiatives that City Council could adopt to achieve full implementation. See the Waste Diversion Opportunities Report for more detail; shortlisted items include:

- A Utility Model for Waste – Modifying the approach to financing the solid waste management program to ensure that funds can be allocated to cover the true costs of waste management in Saskatoon and rewarding composting and recycling activities over landfilling.
- Organics – City-wide mandatory organics program for single-family homes
- Collection Frequency – Optimizing collection frequency to maximize waste diversion
- Enforcement – Disposal bans for the ICI sector, with expansion to the residential sector
- Program Improvements – landfill improvements; a recovery park, Household Hazardous Waste and other programs for the Industrial, Institutional, and Commercial Sector
- Modifying how we measure success in terms of waste generation

The City is currently preparing to engage the public in October 2017 to gather input on future changes to waste management as identified in the Waste Diversion Opportunities Report.

### COMMUNICATION GOALS:

The goals of this plan are to generate ownership, involve residents and get broad public support for the final decisions reached by Mayor and City Council.

#### Targets, Issues, Process, Engagement Opportunities

- Educate and build an understanding of key issues within the waste diversion plan - raise awareness of current state (2016 waste characterization).
- Build support for potential Waste Diversion Plan recommendations and get community involved with shaping future programs for waste diversion.
- Develop performance metrics for the community and report on key milestones.

#### Outcomes, Opportunities, Next Steps

- Engage community to prioritize and refine initiatives.
- Build awareness within the community regarding 'what we heard' during the engagement phase.
- Use feedback from engagement to help build the waste diversion plan.

### COMMUNICATIONS STRATEGY:

- **Phase One: Pre-Engagement campaign (1 month –October 2017)**  
Activities will focus on launching a 30 day waste challenge campaign. The goal is to prepare the community for a conversation on waste diversion.

- **Phase Two– Engagement (1-2 months – starting January 2018)**  
Communications to alert residents to opportunities to engage in a discussion on waste diversion might include radio announcements, billboards and signage.
- **Phase Three – Reporting/Data Analysis (1-2 months –starting March 2018)**  
Gather and analyze data needed to inform future planning. Communications will focus on reporting outcomes, ‘what we heard’, and how the City plans to continue engagement in the future.

## KEY MESSAGES:

### Waste Diversion:

- Each of us can control our waste to create a more sustainable, healthy community. Together we can have a big impact for a cleaner environment.
- Canadians produce more waste per capita than almost any other country.
- Every week the average home in Saskatoon produces 16 kg of waste. Once it goes into the garbage it ends up in the landfill.
- Waste diversion directs garbage away from landfills through reuse, recycling, or composting.
- Our residential recycling programs provided a successful first step toward our waste diversion goal.
- Diverting waste away from landfills prevents pollution that can harm our health and the environment.
- By investing in waste diversion we are investing in a more sustainable tomorrow.

### What’s in our garbage?

- Organics - 58% of what’s going in household garbage is food or yard waste.
- Recycling -10% of what’s going in household garbage is recyclable material that could be recycled.
- More than 75% could be diverted from the landfill if new programs for diversion are made available.

### Saskatoon’s waste diversion target

- The community has set a target of diverting 70% of our waste from the landfill. This means that 70% of our waste will be reused, recycled or composted.

### Why we need to divert more?

- Simple actions can have a really big impact. By making activities such as recycling and composting part of your daily routine we can help the environment while saving our tax dollars.
- Diversion creates jobs: recycling 14,000 tonnes of waste creates nine jobs and composting it creates seven jobs, but landfilling it creates just one job (FCM).
- Recycling uses less energy than disposal in a landfill and manufacturing with recycled materials is more energy-efficient than with virgin materials.
- Our landfill is filling up. Every year we are adding almost 100,000 tonnes of garbage.
- The cost of inaction – both financially and environmentally - is too high for us not to act.
- Changes we make now can extend the life of the landfill and help save us from future costs of siting a new landfill or hauling waste out of the city.
- Waste is expensive to manage and represents a missed opportunity to extract value from materials in the waste stream.
- Cost of decommissioning our existing landfill and building a new one is estimated at over \$125 million! Our legacy of garbage is a burden we can’t expect future generations to pay for.
- Putting organics in the landfill causes them to break down slowly while releasing methane, a potent greenhouse gas (GHG) 21 times stronger than carbon dioxide.

## 2017 Climate Change Communications Highlights

### BACKGROUND

In November 2015, the City of Saskatoon became a signatory of the Compact of Mayors (now known as the Covenant of Mayors for Climate and Energy). As a first step towards compliance, the City completed a Greenhouse Gas Emissions Inventory in 2016 using 2014 data. The inventory showed an increase in emissions since the previous 2003 greenhouse gas inventory.

In June 2017, City Council passed new greenhouse gas reduction targets: reduce corporate emissions by 40% and community emissions by 15% below the 2014 benchmark by 2023, and reduce both corporate and community emissions by 80% below the 2014 benchmark by 2050. To achieve the City's greenhouse gas reduction commitments and meet our obligations to the Covenant of Mayors, Administration is preparing a Climate Change Mitigation Business Plan, which will directly outline how the City of Saskatoon can meet their short- and long-term emissions reductions targets.

Engagement and communication with residents and the Industrial, Commercial, and Institutional (ICI) sector will help the City identify the level of interest, knowledge, opportunities, and concern in our community, the outcomes of which will directly influence the development of the Business Plan.

### COMMUNICATION GOALS:

#### Targets, Inventory, Process, Engagement Opportunities

- Create a sense of urgency about the need to respond to climate change – Focus on opportunities, hope, and a vision for the future.
- Communicate our emissions inventory – Provide an accurate picture of 'where we are today'.
- Communicate our targets – Build our community's understanding of why it's important for the City to set community and corporate greenhouse gas targets.
- Start to build our community's level of awareness and understanding on the topics of climate mitigation, climate adaptation, climate change, and sustainability.
- Explain how (and when) we are going to invite residents and the ICI sector to participate in the climate change conversation, priority setting, and action/implementation.
- Encourage stakeholders to get involved in engagement activities. Use the opportunity to educate and use facts to frame the conversations happening in our community.
- Build excitement and celebrate environmental target achievements and initiatives.

#### Outcomes, Opportunities, Next Steps

- Engage community to help prioritize and refine initiatives.
- Build awareness within the community regarding 'what we heard' during the engagement phase.
- Explain next steps.

#### Operations & Initiatives – Corporate and Community

- Communicate what we're doing, why we're doing it, how it will impact the community, who will be involved, etc.

- Communicate what people in the community are doing, why they're doing it, etc.
- Explain how climate change efforts connect to everything else (i.e. co-benefits).

### COMMUNICATIONS STRATEGY:

- **Phase One: Pre-Engagement Campaign (1 month – fall 2017)**  
Activities will focus on launching communications. The goal is to prepare the community for change and ask businesses, institutions, industry, and residents to get involved.
- **Phase Two– Support Engagement (1-2 months – winter 2017)**  
Communications will relate directly to supporting GHG mitigation engagement activities.
- **Phase Three – Reporting/Data Analysis (1-2 months – winter 2017)**  
Gather and analyze data needed to inform future planning. Communications will focus on reporting outcomes, 'what we heard', and how the City plans to continue engagement in the future.

### KEY MESSAGES:

- We are seeing real change in our Climate. We are at risk of pushing our climate system toward abrupt, unpredictable, and potentially irreversible changes with highly damaging impacts.
  - We are changing the temperature very fast – by as much as 3-4 degrees C by the end of the century.
  - Let's protect the things we love to do that are affected by Climate Change.
- The sooner WE act, the lower the risk and cost. By making informed choices now, we can reduce risks for ourselves and future generations, and help Saskatoon adapt to climate change.
  - We cannot wait any longer. The time for us to act is now.
    - Initiatives that decrease emissions often also decrease costs, due to decreased consumption. For example, decreasing km's traveled on vehicles causes a decrease in emissions and an immediate costs savings from decreased fuel consumption.
  - Future legislation mandating emissions reduction is anticipated. By reducing emissions now, the City will avoid larger costs and higher risks in the future to comply with regulations.
    - Carbon pricing is a federal program that will come into effect in January, 2018. Services provided to residents that may be affected by carbon pricing will include snow clearing, provision of waste services, and administration costs.
- What we do as a community matters. The fact is, cities are responsible for 75% of global greenhouse gas emissions. Saskatchewan is also the highest emitter per capita in the country.
- This is a solvable problem. People have responded successfully to other major environmental challenges (acid rain, ozone hole) with benefits greater than costs.
  - It is technically possible to limit global average temperature rise to below 2 degrees C if we peak emissions soon and steadily reduce them.
  - We need to support each other to make this happen.

- It is not about the environment vs the economy. Scientists working with economists believe there are ways to manage the risks of climate change while balancing current and future economic prosperity.
  - Whether we act or do not act on climate change, we will have to spend money. However, the costs of *reacting to* climate change in the future are predicted to be more expensive than the costs of *acting on* climate change now.
    - Let's be proactive. Let's be strategic. Let's solve this problem once and for all. Let's act now.
- Win-Win-Win - Solutions to reduce greenhouse gas emissions have been shown to produce a number of societal, economic, cultural, and environmental co-benefits, including:
  - Economic development.
  - Increases in innovation.
  - Lower consumer and commercial utility bills.
  - Better water, air, and soil quality.
  - Improved land-use planning, development patterns, and strategic regional planning.
  - Improvements to individual and public health.
  - Enhanced community safety, social capital, and community cohesiveness.
  - Increased equity and quality of life benefits.
  - A more accessible city.
  - Quieter environment.
  - More access to natural, recreational, cultural, and educational spaces.
  - Improved protection and enhancement of natural and naturalized areas.
  - Decreased burden on future generations.
- We have work to do - Saskatoon's 2014 greenhouse gas inventory showed an increase of 12% in community emissions since the 2003 greenhouse gas inventory. It is time to reverse that trend.
- We (the City of Saskatoon) are making progress - With projects like route optimization for garbage service, Recovery Park, and Energy Performance Contracting on City Buildings, we have been working to make improvements...but more needs to be done.
- We (the City of Saskatoon) are committed:
  - We've signed on to the Compact of Mayors which means we must do create an Action Plan (Business Plan) and follow through.
  - In June 2017, City Council passed ambitious new greenhouse gas reduction targets of 80% below 2014 levels by 2050, for both the community and City of Saskatoon operations.
  - We are committed to helping you (residents and ICI). We recognize we have a lead and facilitation role to play.
- The Community of Saskatoon is taking action on climate change. Together, we are creating a resilient, low-carbon community with initiatives such as creating infrastructure for active transportation, providing options for waste diversion, and engaging in solar partnerships with community groups.
- Here is how you can get involved / Here is where you can find out more:
  - Engagement tactics
  - Website / online tools

- Climate change conversations.
- Facilitated group discussions.
- No question is too small when it comes to climate change. Ask an expert your climate questions at [saskatoon.ca/climatechange](http://saskatoon.ca/climatechange).



## Engagement Approach for Waste Diversion and Climate Change

### Introduction to IAP2

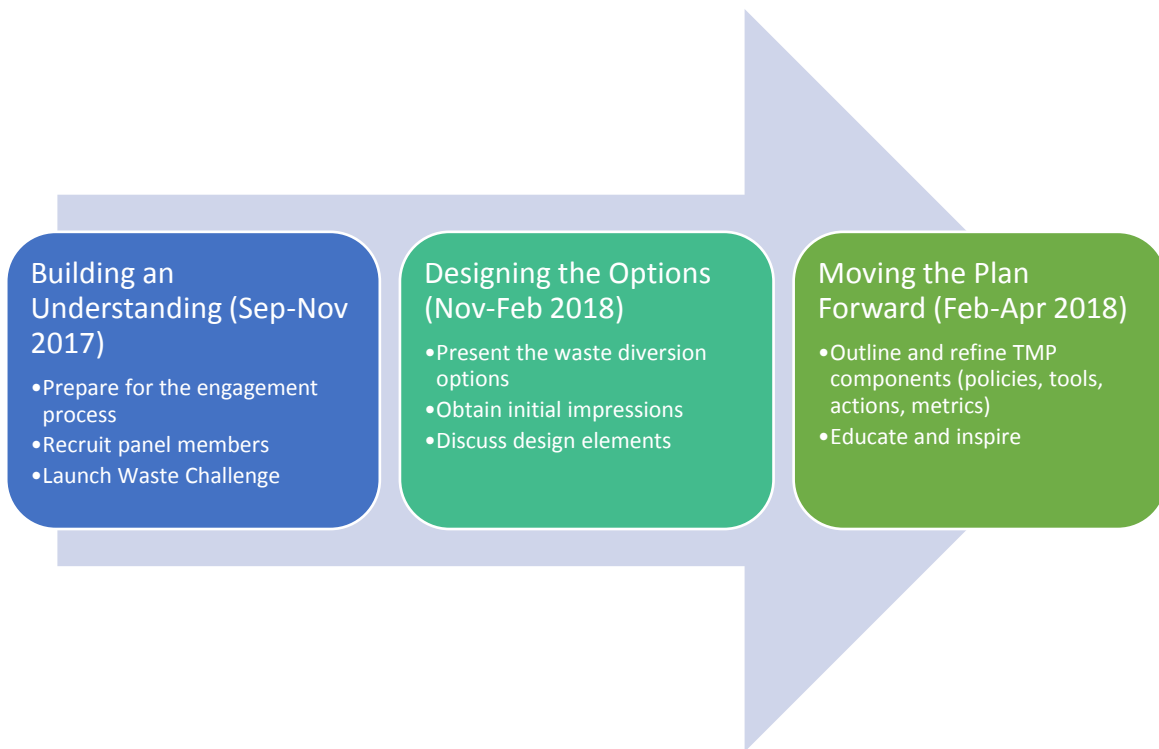
As shown in table below, the International Association of Public Participation (IAP2) has adopted a spectrum of public engagement. As you move through the spectrum there is a corresponding increase in expectation for public participation and impact. The level of engagement and the techniques should match the purpose or goal of engagement for waste diversion and climate change in order to be most effective.

IAP2 Spectrum of Public Engagement				
Inform	Consult	Involve	Collaborate	Empower
Provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.	Obtain public feedback on analysis, alternatives and/or decisions.	Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	Place the final decision-making in the hands of the public
Example of Communication Tools <ul style="list-style-type: none"> <li>• fact sheets</li> <li>• websites</li> <li>• open houses</li> <li>• videos</li> </ul>	Example of Engagement Techniques <ul style="list-style-type: none"> <li>• public comment focus groups</li> <li>• surveys</li> <li>• public meetings</li> </ul>	Example of Engagement Techniques <ul style="list-style-type: none"> <li>• workshops</li> <li>• deliberate polling</li> </ul>	Example of Engagement Techniques <ul style="list-style-type: none"> <li>• citizen advisory committees</li> <li>• consensus-building</li> <li>• participatory decision-making</li> </ul>	Example of Engagement Techniques <ul style="list-style-type: none"> <li>• citizen juries</li> <li>• ballots</li> <li>• delegated decisions</li> </ul>

There is an increasing level of public impact and corresponding skill and depth required as you progress through the spectrum.

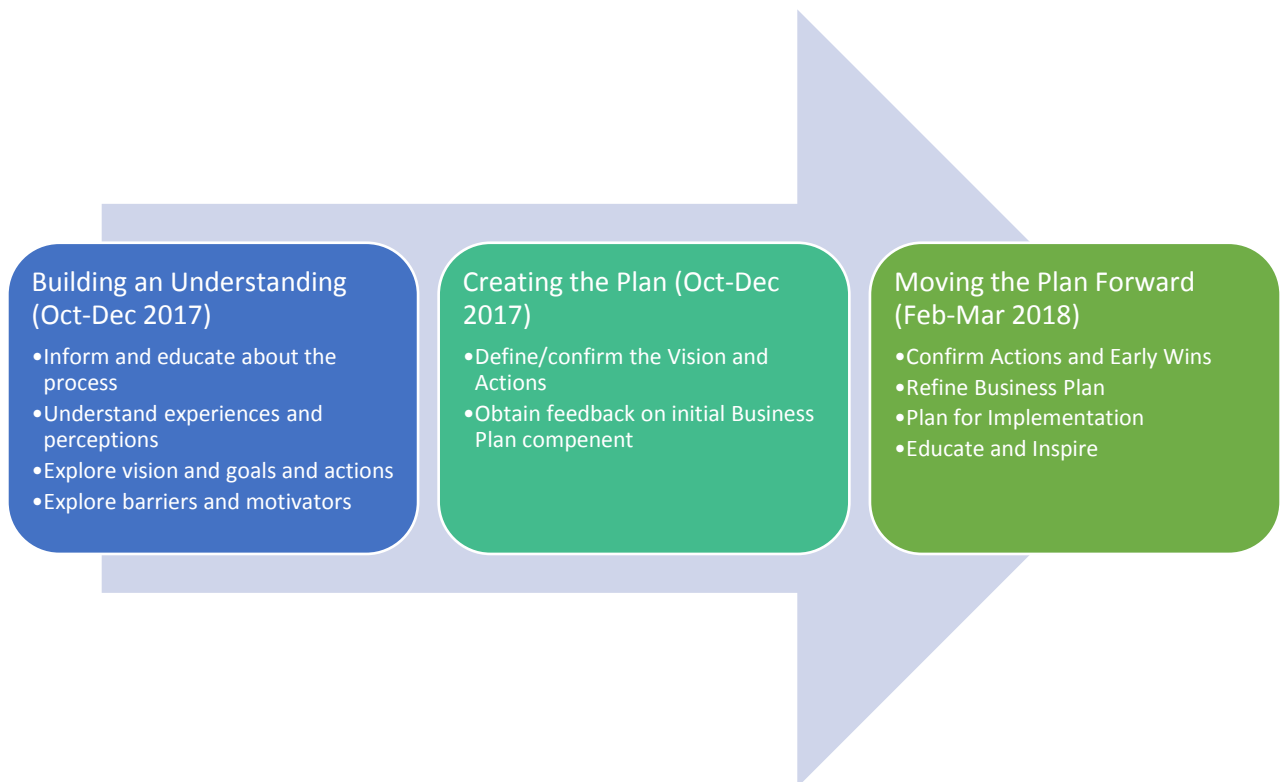
## Engagement Strategy – Waste Diversion

Specific to the Waste Diversion Plan, the goal of engagement is to build support and excitement for the proposed waste diversion options and discuss the details of each with the community and stakeholders alike to ensure the eventual design of each program is community-informed. The following is a three-phased approach to engagement. Each phase will be further evaluated to identify the most appropriate level of engagement based on the IAP2 Spectrum of Public Engagement shown above.



## Engagement Approach – Climate Change

Specific to the Climate Change Mitigation Business Plan, the goal of engagement is to help residents and businesses understand local climate change challenges and provide opportunities for input into prioritizing potential solutions. The output from climate change engagement will be a comprehensive report which outlines Saskatoon’s climate change mitigation options for City Council’s consideration. Public outreach and education are expected to continue through the design phase of the plan (dependent upon a successful application for grant funding through the Federation of Canadian Municipalities). The following is a three-phased approach to engagement. Each phase will be further evaluated to identify the most appropriate level of engagement based on the IAP2 Spectrum of Public Engagement shown above.



## Techniques for Waste Diversion and Climate Change Mitigation Engagement

Each of the three-phases identified in the Waste Diversion and Climate Change Mitigation engagement approaches will be evaluated to identify the most appropriate level of engagement based on the IAP2 Spectrum of Public Engagement. The following are common engagement techniques and approaches used for the consult, involve, and collaborate stages of the spectrum. A variety of these engagement techniques will be used in order to engage the diverse stakeholders and residents in our community in a meaningful way.

### Online Engagement

Online engagement gives members of the community a convenient option to provide input on all aspects of the Waste Diversion and Climate Change Mitigation Plans. It will be hosted on [Saskatoon.ca/engage](http://Saskatoon.ca/engage) and will include information on the project, surveys to collect feedback, a timeline for the projects, and information about other engagement activities. Other interactive scenario planning tools such as MetroQuest will be explored.

### Pop-up Engagement

Connecting with the “silent majority” in places where people congregate is an effective means to engage the community. Pop-ups will be set up at the farmers market, transit stops/stations, libraries, recreation/community centres, food banks, classrooms, and others in order to conduct intercept interviews and surveys. They will be interactive (e.g., large map board, voting board), and include a small giveaway to attract visitors. Surveying and questions asked at pop-ups will mirror the online engagement opportunities. Pop-up activities appropriate for business audiences will also be considered.

### Public Meetings

Residents and stakeholders alike will be invited to participate in public meetings on Waste Diversion. This traditional engagement technique is appropriate for certain demographics and will not be used to address climate change, in favour of other, more distributed tactics (such as pop-up). At each public meeting participants can view project displays and materials and learn about the waste diversion options, as well as an interactive workshop-style discussion session to allow for feedback from participants.

### Social Media

The City’s social media channels (Facebook and Twitter) will be used to both communicate engagement activities as well as provide a forum for online conversation and idea sharing. The added benefit of using these channels is the enhanced ability to connect with audiences that already make extensive use of social media but who may not be users of traditional engagement methods (e.g., print media, public meetings, etc.). A series of videos will be developed to support online conversations.

### Community Reference Panel

Another option being considered is a community reference panel that would be comprised of 40-50 Saskatoon residents reflective of the City's diverse demographics. The panel could be engaged through surveys or in-person meetings to provide a deeper exploration of the potential initiatives.

### Stakeholder Interviews

A series of informal interviews will be conducted with key external community stakeholders (e.g., business leaders; key community/resident organizations; youth and seniors' groups) to explore key issues. The interviews will allow the project team to get a better sense of issues that may arise during consultation and develop risk mitigation strategies as appropriate.

### Stakeholder Working Group

Formation of stakeholder working groups for each of the two projects will provide an ongoing forum for multi-stakeholder dialogue and advice throughout the projects. It is envisioned that the working group will include a diverse mix of expert representatives from various sectors of interest and will provide expert/professional input into the development of the business plan and the climate change mitigation options within.

### Saskatoon Environmental Advisory Committee (SEAC)

Opportunities to involve SEAC will be discussed at upcoming Committee meetings. The Committee has played an important role in convening community environmental expertise in target setting.



# STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

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## Waste Bylaw Amendments

### Recommendation of the Committee

1. That the *Bylaw No. 8310, The Waste Bylaw, 2004* be amended as outlined in the report of the A/General Manager, Corporate Performance Department, dated October 10, 2017 to improve education and enforcement opportunities in the community; and
2. That the City Solicitor be requested to prepare the appropriate amendment to *Bylaw No. 8310, The Waste Bylaw, 2004*.

### History

At the October 10, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated October 10, 2017 was considered

### Attachment

October 10, 2017 Report of the A/ General Manager, Corporate Performance.

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## Waste Bylaw Amendments

### Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That Bylaw No. 8310, The Waste Bylaw, 2004 be amended as outlined in this report to improve education and enforcement opportunities in the community; and
2. That the City Solicitor be requested to prepare the appropriate amendment to Bylaw No. 8310, The Waste Bylaw, 2004.

### Topic and Purpose

The purpose of this report is to amend Bylaw No. 8310, The Waste Bylaw, 2004 (the “Bylaw”) to improve waste-related education and enforcement efforts in the community. Proposed changes include increasing fines and enforcement measures for illegal dumping, expanding the definition of unacceptable waste, and incorporating revisions that will result in efficiencies for Environmental Protection Officers (EPOs) when conducting inspections.

### Report Highlights

1. The Bylaw addresses requirements for the collection, handling and disposal of waste and recycling material in Saskatoon. EPOs administer the enforcement of the Bylaw.
2. The waste and recycling cart placement education initiative has provided education for residents with back lane cart collections since 2014.
3. Revisions in the Bylaw will result in efficiencies and other opportunities for education and enforcement.
4. Fines for illegal dumping have not increased since the Bylaw was created in 2004. The Administration recommends increasing fines for illegal dumping to \$500.
5. The Administration will be implementing the option to ticket vehicle owners for vehicles involved in illegal dumping infractions, as permitted under *The Cities Act*.
6. Expanding the definition of “unacceptable waste” will strengthen enforcement options for infractions involving waste and recycling carts.

### Strategic Goals

This report supports the Strategic Goal of Continuous Improvement by increasing productivity by being more efficient in the way the City does business. This report also supports the Strategic Goal of Environmental Leadership by promoting city-wide recycling.

### **Background**

On May 3, 2004, City Council approved the creation of Bylaw No. 8310, The Waste Bylaw, 2004.

On December 1, 2016, City Council approved the 'Fees for Waste-Related Services 2017, 2018, 2019' report which included amendments to The Waste Bylaw, 2004. These amendments included updates to the Rate Schedules for Landfill Fees, Commercial Garbage Collection, Residential Recycling Programs and Compost Depot Commercial Haulers. The bylaw fines for illegal dumping have never been increased.

### **Report**

#### The Waste Bylaw

The purpose of the Bylaw is to protect the health and welfare of people and provide for the abatement of nuisances and protection of the environment by regulating and monitoring the collection, handling, and disposal of waste and recyclable material within the City.

Two EPOs administer the Bylaw. Education and enforcement efforts are largely focussed on illegal dumping, improper use of waste and recycling carts or metal bins, and misuse of the recycling depots.

#### Waste and Recycling Cart Education Placement Initiative

Waste and recycling carts left out in back lanes contribute to numerous concerns including: illegal dumping, theft, damage, scavenging, misuse, unsightliness, and congestion for residents and collection trucks.

Since 2014, EPOs have been conducting neighbourhood blitzes to educate residents about proper cart placement requirements. This employs an 'education first', three-step approach:

1. If any waste or recycling carts are found to be left out after collection day, the EPOs will deliver education letters to the residents informing them of their responsibility to return their carts to their property;
2. If a subsequent inspection shows that cart placement continues to be a concern, a warning letter is issued; and
3. If a third inspection shows that carts are still out, a Notice of Violation (\$100 ticket) is issued.

Neighbourhood blitzes are resource intensive and the timeframe from the education stage to the ticketing stage is on average 5 to 6 weeks. By 2018, it is anticipated that residents in all neighbourhoods with back lane collection will have had an opportunity to be educated about their cart placement responsibilities under the Bylaw.

#### Efficiencies Resulting from Waste Bylaw Amendments

Under the Bylaw, EPOs are currently required to conduct two inspections to confirm if a cart has been left in the public right-of-way for more than 24 hours. With the current



three-step approach, this requires six inspections in order to issue a \$100 ticket. The proposed bylaw amendments will include a set time for carts to be removed from the public right-of-way on collection days, similar to the requirements that are identified in the City of Calgary's Waste and Recycling Bylaw. This would then require only one inspection to confirm if a cart has been left out after collection day. Less time spent on inspections can result in other opportunities for the EPOs to educate and enforce the Bylaw across the community.

### Increased Fines for Illegal Dumping

All fines under the Bylaw are set at \$100 for the first offense and \$200 for the second offense. These fines were approved in 2004 and have never been increased. In light of increased instances of illegal dumping, in conjunction with the seriousness of the offense, the Administration is proposing that a separate category of fine be created for illegal dumping set at \$500 for a first offense and \$1,000 for a second offense. Increased fine amounts should help increase deterrence and better reflect actual impacts on the community. Cleanup costs associated with illegally dumped materials at City recycling depots, back lanes, parks and road ditches are estimated at over \$300,000 per year.

### Ticketing of Vehicle Owners for Illegal Dumping

EPOs have difficulty issuing tickets for illegal dumping as individuals have often left the scene of the offense or the identity of the individual is difficult to obtain. Subsection 335(2) of *The Cities Act* states, in part that, "If a vehicle is used in the commission of an offence against a bylaw involving a vehicle, the owner of the vehicle is liable for the offence, as well as any other person who may have actually committed the offence". The "owner" of a vehicle is defined as "the person to whom a current certificate of registration or registration permit for a vehicle is issued".

Due to the difficulty in tracking down individuals in the act of committing the offense and the inability of EPOs to pull drivers over, the Administration is proposing to utilize Subsection 335(2) of *The Cities Act* and ticket vehicle owners for illegal dumping offences involving a vehicle. Tickets would be sent out by registered mail after issuance in these circumstances.

### Expanding the Definition of Unacceptable Waste

The current definition of "unacceptable waste" for waste and recycling carts includes only hazardous waste, liquids and tires. The Administration recommends expanding this list to include other items that pose safety or health concerns, as well as items that do not meet the permit requirements for landfill disposal. These materials include, but are not limited to, asbestos, needles, hot ashes, propane cylinders, and used oil. By including these materials under the definition of unacceptable waste, EPOs will be able to issue tickets for placement of these items into waste or recycling carts.

### **Options to the Recommendation**

City Council may choose to not proceed with amendments to the Bylaw. City Council may also choose to approve alternate fines for illegal dumping or other Bylaw infractions.

### **Communication Plan**

The goal of Waste Bylaw education and enforcement is to help residents and businesses understand their responsibilities under the Bylaw for a broader community benefit. EPOs respond to complaints, conduct investigations and follow-up with residents and businesses in person, by phone or by letter. City Councillors are provided with advance notification when a neighbourhood blitz will be conducted in their ward(s). Loraas Recycle and Cosmopolitan Industries work with City EPOs to enforce the Bylaw for the residential recycling programs.

Requirements of the Bylaw are already communicated in part through signs at the Saskatoon Landfill and the Recycling Depots, with information and graphics on the City website, and through education letters and warning letters issued by EPOs. Any amendments to the Bylaw would be communicated through the same means. Residents can learn more about the Waste Bylaw, illegal dumping, and cart placement requirements on the City website at [saskatoon.ca](http://saskatoon.ca). Residents can also report illegal dumping or other Waste Bylaw infractions by calling the 24-hour Customer Service Centre at 306-975-2486 or by completing the online form located at [saskatoon.ca/garbage](http://saskatoon.ca/garbage). Attachment 1 identifies information on cart placement requirements and illegal dumping reporting options on the City website.

### **Financial Implications**

Waste Bylaw education and enforcement initiatives are largely funded under the Waste Reduction and Resource Recovery Service Line. The Residential Recycling Utilities also fund a portion of the work done by EPOs. Increases to fines for illegal dumping may result in increased general revenues, however, based on the low number of tickets that are successfully issued for illegal dumping infractions, this is not anticipated to be a significant amount.

### **Environmental Implications**

Environmental protection measures will continue through the education and enforcement of the Bylaw. Ideally the frequency of illegal dumping and improper placement of waste will be reduced through improved education and enforcement measures.

### **Other Considerations/Implications**

There are no policy, public and/or stakeholder involvement, privacy or CPTED implications or considerations.

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

Updates on Bylaw education and enforcement initiatives will be included in the 2017 Integrated Waste Management Annual report.

## Waste Bylaw Amendments

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### Public Notice

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

### Attachment

1. Cart Placement Requirements and Illegal Dumping Online Reporting

### Report Approval

Written by: Michelle Jelinski, Senior Project Management Engineer, Water & Waste Stream

Reviewed by: Russ Munro, Director of Water & Waste Stream  
Derek Kowalski, Solicitor, City Solicitors Office

Approved by: Jeff Jorgenson, Acting General Manager, Corporate Performance Department

EUCS MJ – Waste Bylaw Amendments.docx

## Cart Placement Requirements and Illegal Dumping Online Reporting Form

- Online Services
- Housing & Property
- Property Tax
- Building, Renovations & Permits
- Power & Water
- Waste & Recycling**
- Collection Calendar
- Cart Placement
- Waste Wizard
- Garbage**
- Black Cart Garbage**
- Multi-Unit Garbage
- Landfill
- Recycling
- Yard & Food Waste
- Household Hazardous Waste
- Fire & Emergency
- Pet Licensing & Animal Services

### Black Cart Garbage

The Black Cart Garbage service is available to all single family households.

#### ✔ What you can expect from us

1. The City provides bi-weekly [collections](#) in winter and weekly [collections](#) in summer.

#### 👍 How you can help us

Please remember to check your collection schedule and review the following information to ensure your cart is collected:

1. The cart is placed out for collection prior to 7 a.m. on your scheduled pickup day.
2. There is at least 1.2 meters (4 feet) of clearance around all sides of the cart.
3. The garbage is bagged and inside the cart, and the lid is closed.
4. No prohibited materials, hazardous waste or liquids.
5. Review "What goes in your black cart?"
6. New cart requests can be submitted once residents are living at their new address so the cart can be stored on the property immediately to avoid theft and bylaw infractions.

### Customer Service

For questions or concerns about black cart garbage collections, program details, a missed garbage collection or to request a new cart or replace a broken one, contact the Water and Waste Stream Division at [306-975-2486](tel:306-975-2486) or [email](#).

Alternatively, the following hyperlinks can be used to streamline your service request.

[Report a missed garbage collection >](#)

[Request a new cart >](#)

[Report illegally disposed waste >](#)

### What goes in your black cart?

Use your black cart for normal household garbage, non-recyclable waste such as Styrofoam, diapers and wipes. Use the Waste Wizard tool to find out what goes in your black cart.

Waste Wizard
Need help?
Share

Search an item for recycling or disposal information.

List of Materials
Terms of Service

Powered by R2Collect

### Rates and Fees

Black cart waste collection is funded through your property taxes.

<https://www.saskatoon.ca/services-residents/waste-recycling/garbage/black-cart-garbage>

# Waste Bylaw Enforcement

Use this service to report an issue with illegally disposed waste or debris. You can call [306-975-2476](tel:306-975-2476) at any time for help if you experience difficulties completing this request online.

## Contact Information

\* First name (required)

\* Last name (required)

\* E-mail address (required)

\* Phone number (required)

## Location of service request

Street number

Unit number

Street name

Street type (e.g. Lane, Ave. or Cres.)

Street direction

\* Neighbourhood (required)

Do you know who is responsible for the illegal disposal?  Yes  No

Where is the debris or waste located?

- Back Lane
- Main Roadway
- On private property

Provide details

## Attachment

Please attach any supporting files (image or pdf).

Files must be less than **10 MB**.

Allowed file types: **gif jpg jpeg png pdf**.

No file chosen

<https://www.saskatoon.ca/webform/waste-bylaw-enforcement>



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Wastewater Treatment Plant – Cogeneration System Project**

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

1. That Capital Project #1247 – WWT – Energy Recovery and Capital Project #2211 – WWT – Electrical Redundancy be cancelled at this time; and
2. That the remaining previous approvals of \$9.745 million from Capital Project #1247 – WWT – Energy Recovery and Capital Project #2211 – WWT – Electrical Redundancy be transferred to Capital Project #2579 – WWT – Digester Tank 4.

#### **History**

At the October 10, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated October 10, 2017 was considered

#### **Attachment**

October 10, 2017 Report of the A/ General Manager, Corporate Performance

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## Wastewater Treatment Plant – Cogeneration System Project

### Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That Capital Project #1247 – WWT – Energy Recovery and Capital Project #2211 – WWT – Electrical Redundancy be cancelled at this time; and
2. That the remaining previous approvals of \$9.745 million from Capital Project #1247 – WWT – Energy Recovery and Capital Project #2211 – WWT – Electrical Redundancy be transferred to Capital Project #2579 – WWT – Digester Tank 4.

### Topic and Purpose

The purpose of this report is to receive City Council approval to cancel the proposed design and construction of a full cogeneration system at the Wastewater Treatment Plant (WWTP) and transfer the remaining previous approvals to Capital Project #2579 – WWT – Digester Tank 4.

### Report Highlights

1. In 2013, a consultant was engaged to provide engineering design services. Their pre-design work concluded that full cogeneration and electrical redundancy was not feasible at that time.
2. The scope-of-work for the Digester Tank 4 project has been expanded to include partial energy recovery and biogas conditioning, which will be fully utilized when full cogeneration is feasible in the future.

### Strategic Goals

This report supports the Strategic Goals of Environmental Leadership, and Asset and Financial Sustainability by including a partial energy recovery heating component and adding the basic building blocks for electrical generation, in combination with the construction of the fourth digester at the WWTP. Currently, all of the biogas production from the digesters is flared. An up-to-date process heating system, complete with biogas conditioning, will supply heating requirements at the WWTP and provide the foundation for electrical generation.

### Background

Studies investigating the viability of energy recovery at the WWTP were completed by third party reviewers in 2007, 2008, and 2010. Each report concluded the potential for cogeneration to offset electricity and natural gas demands was attainable with the 2010 Stantec Consulting Ltd. report City of Saskatoon Wastewater Treatment Plant Energy Recovery Study detailing the financial analysis of implementation. Capital funding was commenced to implement cogeneration as part of electrical redundancy and energy recovery at the plant, with the additional environmental benefit of utilizing biogas and reducing electrical demand at the plant.

Based on the Stantec Consulting Ltd. Study, two capital projects were approved at \$10.431 million for cogeneration. Capital Project #1247 – WWT – Energy Recovery was approved for \$4.630 million in the 2012 Capital Budget and Capital Project #2211 – WWT – Electrical Redundancy was approved for \$5.801 million in the 2013 Capital Budget. A total of \$17.180 million was estimated to complete the project, of which, \$10.431 million has been approved to date.

At its meeting held on January 7, 2013, City Council approved a proposal from AECOM Canada Ltd. (AECOM) to design a cogeneration system at the WWTP. The approved proposal was for AECOM's engineering services at a net cost to the City of \$1,317,535.

### **Report**

#### Work Completed to Date

AECOM completed the preliminary design for the cogeneration project in 17 months and produced 8 technical memorandums, including a financial analysis. The preliminary cost estimate of construction was \$20.6 million, not including incorporating the existing standby generation into the cogeneration building. This estimate significantly exceeded prior approvals for this work.

The detailed analysis, as presented, indicated the investment did not have a payback over the useful life of the asset. Following a review of the preliminary design and financial analysis, the Administration cancelled the contract with AECOM. AECOM was formally notified that the City was cancelling the engineering services contract on June 3, 2015, and was paid \$243,986 for their services.

Expenditures to date on this project total \$912,000 and include the payment of the design work completed by AECOM, in house engineering costs, and costs that were incurred in anticipation of the project proceeding, including the relocation of utilities, the construction of a tunnel under a roadway, and the purchase and installation of generators. The design work by AECOM will provide valuable technical information for future design. The infrastructure upgrades were necessary in conjunction with other capital projects and currently benefit the operations of the utility.

#### Moving Forward

The Administration continues to implement upgrades according to the WWTP's Long Term Capital Development & Expansion Plan, including the installation of a new digester. Capital Project #2579 – WWT – Digester Tank 4 involves the design and construction of a fourth digester at the WWTP to handle increased solids loading in the sewage stream from an increasing population. Due to the cancellation of the Cogeneration System Project, the scope-of-work of the new digester project has been expanded to include partial cogeneration to increase heat requirement and biogas production. At its meeting held on June 26, 2017, City Council accepted a proposal for consulting engineering services from CH2M HILL Canada Limited (CH2M HILL) for the design and construction of the Digester Tank 4, which is currently in the design stage.



Each digester tank has a volume of approximately 7,500 cubic metres and operate at 35 degrees Celsius. The heating requirements are significant, especially during the winter season. In the past, the WWTP has been forced to direct all heating production to the digesters, resulting in heating deficiency in other building areas.

Currently, the plant uses gas fuelled boilers to provide process and building heating. Previously, biogas was used to partially fuel the boilers; however, the corrosive nature of biogas resulted in constant maintenance of the boilers at a significant cost and increased risk of failure of the treatment process. As a result, a substantial quantity of natural gas is used, while the biogas is wasted by flaring.

As part of the design, CH2M HILL is to include a partial energy recovery and electrical redundancy component in the fourth digester project. Energy recovery will incorporate biogas collection and conditioning with new boilers to provide a reliable and consistent amount of heat for the process and buildings. The electrical redundancy element will enable gas conditioning to reciprocating engine standards and provide the infrastructure for future cogeneration. The value of the biogas that is now flared will be captured and used to fuel boilers.

The fourth digester will be commissioned in 2020 with the intent that the basic infrastructure for biogas recovery and conditioning will be in place and utilized to provide reliable heating for process and building use. This infrastructure and other previously listed upgrades will be fully utilized when full cogeneration is feasible, ensuring there will be no throw-away costs. The introduction of carbon credits may have an impact on the viability of cogeneration. Phasing out coal power production in Saskatchewan might also provide a better rate of return on capital funds used for cogeneration, due to rising electrical rates.

### **Communication Plan**

The City is an environmental leader and continues to look for innovative ways to improve efficiencies and reduce its carbon footprint. This project will be highlighted as an achievement in the annual Services, Savings and Sustainability report and introduced to citizens upon completion with a News Release and through other digital channels, when completed in 2020.

### **Financial Implications**

Capital Project #2579 – WWT – Digester Tank 4 has been approved at \$8.0 million in the 2017 Capital Budget and it has been proposed that a further \$15.0 million be approved in the 2018 Capital Budget. With the components of partial energy recovery and electrical redundancy being included in the project, and the benefit of applying the infrastructure for potential future cogeneration, the Administration proposes utilizing the remaining down payment of \$326,000 and the borrowing provision of \$9.419 million from Capital Projects #1247 – WWT – Energy Recovery and Capital Project #2211 – WWT – Electrical Redundancy for Capital Project #2579 – WWT – Digester Tank 4.

**Environmental Implications**

Reusing the biogas in the boilers, rather than flaring it, will decrease the amount of natural gas the WWTP uses. The overall impact of greenhouse gas emissions are unknown at this time.

**Other Considerations/Implications**

There are no options, public and/or stakeholder involvement, policy, privacy, or CPTED implications or considerations.

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

Project will be completed in 2020.

**Public Notice**

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

**Report Approval**

Written by: Ross Elliott, Senior Project Management Engineer, Saskatoon Water  
Reviewed by: Jeff Ruzicka, Acting Engineering Services Manager, Saskatoon Water  
Reid Corbett, Director of Saskatoon Water  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

EUCS RE – WWTP – Cogeneration System Project.docx



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Urban Forestry Cottony Ash Psyllid Response Plan**

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

1. That the Capital Project and corresponding funding plan, as outlined in the report of the General Manager, Community Services Department, dated October 10, 2017, be forwarded to City Council for consideration during the 2018 Business Plan and Budget Review; and
2. That the Administration report back regarding status of the 2018 program and funding options for 2019.

#### **History**

At the October 10, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Community Services Department, dated October 10, 2017 was considered

#### **Attachment**

October 10, 2017 Report of the General Manager, Community Services.

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## Urban Forestry Cottony Ash Psyllid Response Plan

### Recommendation

That the report of the General Manager, Community Services Department, be forwarded to City Council recommending:

1. That the Capital Project and corresponding funding plan, as outlined in this report, be forwarded to City Council for consideration during the 2018 Business Plan and Budget Review; and
2. That the Administration report back regarding status of the 2018 program and funding options for 2019.

### Topic and Purpose

The purpose of this report is to provide an update on the progress to date in dealing with the cottony ash psyllid infestation impacting Black and Mancana Ash trees in the city, as well as to request approval for a capital project in 2018 to continue managing the response to this emerging pest issue.

### Report Highlights

1. Saskatoon is currently experiencing an infestation of the cottony ash psyllid pest, which is negatively impacting the city's urban forest.
2. A city-wide canopy assessment completed in the summer of 2017 indicates there are approximately 1,000 trees that meet the criteria for removal at this time. It is expected that if there is not a collapse of the psyllid population, there may be loss of additional trees.
3. Insecticide treatments have been trialed in Saskatoon to limited success and have been shown to only delay the need for tree removal.
4. Tree removal and replacement of affected trees in appropriate sites with another tree species is the most viable option to ensure the long-term health of Saskatoon's urban forest.
5. Given the state of the current psyllid susceptible ash trees and the underlying threat to all ash species by emerald ash borer, this is an opportunity to invest in increased diversity and a more resilient urban forest.

### Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Quality of Life through offering citizens a clear plan for managing dead and/or dying trees adjacent to their property that have been impacted by the cottony ash psyllids, as well as addressing trees in Parks and Open Spaces that impact citizens enjoyment and use of these spaces. This report also supports the Strategic Goal of Environmental Leadership

## Urban Forestry Cottony Ash Psyllid Response Plan

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through planning for diversification of our urban forest to protect our resource against impacts of additional invasive pest species.

### **Background**

Psyllids are very small insect pests that are native to central Europe but have made several appearances in North America including recent infestations in North Dakota, Minnesota and Alberta. The first outbreak of psyllid in Saskatoon occurred in 2006. At that time, 227 trees were removed and 127 trees were injected with an insecticide on a trial basis. The psyllid population then crashed in 2009 for unknown reasons and treatment options were no longer pursued.

The current outbreak of psyllid was initially detected in the summer of 2015. In the fall of 2015, egg counts were completed on 76 black ash trees across six neighbourhoods and found that the psyllids were widespread on black ash trees in Nutana, Sutherland, and the Central Business District.

In 2016, the situation continued to be monitored and signs of increasing dieback of susceptible trees was observed in the central Business Improvement Districts (BIDs). Egg counts in the fall of 2016 indicated there was an increase of eggs over the previous year, in the central business district and surrounding neighbourhoods, but egg counts in other neighbourhoods were still low.

In December 2016, the Executive Director of the Riversdale BID submitted correspondence to the Standing Policy Committee on Planning, Development and Community Services requesting an action plan on the rejuvenation of the tree canopy in the Riversdale district. At that time, the Committee was informed that the Parks Division was aware of the deterioration and loss of trees in the central business districts and was planning for the removal and replacement of trees in 2017. This tree loss was assumed to be attributed to a combination of stressors on the trees in conjunction with the recent psyllid outbreak. At that time, the extent of the tree loss was expected to be a total of approximately 100 trees in the BIDs and on the 22<sup>nd</sup> Street centre median.

Throughout 2017, Parks has worked closely with the BIDs to manage and mitigate the impacts on the urban forest from this insect. The deterioration of impacted trees has been more extensive than originally expected; therefore, this report is being brought forward to provide Committee and City Council with information on the current state of the psyllid outbreak and provide options on how to respond to the impacts of this insect and other emerging threats through 2018.

### **Report**

#### 2017 Psyllid Update

In the spring of 2017, there was a noticeable increase in the number of trees defoliated as a result of the current cycle of native forest tent caterpillars. After most trees impacted by forest tent caterpillar were re-leafing in the early summer, it became clear that psyllid susceptible trees were showing signs of more significant decline city-wide.

## Urban Forestry Cottony Ash Psyllid Response Plan

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At this time, Urban Forestry initiated a city-wide canopy assessment to collect data and determine the extent of tree decline.

Using data from the canopy assessment and inventory information from tree management software, Urban Forestry calculated the number of impacted trees to date and those with the potential to be impacted. The criteria used for the canopy assessment was the percentage of tree defoliation and dieback. Black ash trees and black ash hybrid trees that were 50% or greater defoliated are considered to have met the criteria for removal.

In 2017, 92 trees have been removed and replaced in the Downtown, Riversdale, and Broadway BID areas and 29 trees have been removed along 22<sup>nd</sup> Street. Using this canopy assessment criteria, there are an additional 1,000 trees that warrant removal and replacement in 2018. It is expected that there will be additional deterioration of psyllid susceptible trees in 2018 and potentially an even larger number of trees will need to be removed and replaced in future years.

### Treatment Plans

The Urban Forestry and Pest Management Sections have worked together to formulate plans that could offer some protection to susceptible trees. As a result of this joint effort, a trial program of insecticide injections before bud break in spring 2017 was planned in the central BIDs to determine whether these insecticide injections might be an effective way to reduce or slow down the expected tree loss. Results of this trial indicate that injecting trees that were already in decline was not effective as many of the injected trees continued to rapidly decline.

In addition to the streetscape trees in the BIDs, relatively healthy trees in residential neighbourhoods surrounding the downtown were injected in a broader trial using two insecticides and a blind solution. Initial data from the trees included in this trial has indicated that one insecticide trialed is associated with decreased numbers of adult psyllids; however, it is the Administration's opinion that the negative impacts to other beneficial insects and the damage caused to the trees by drilling holes for insecticide application outweigh the anticipated long-term benefit of injecting trees. Parks will continue to collect data from this trial and continue canopy assessments and egg counts. Urban Forestry and Pest Management staff work with their counterparts in other Western Canadian cities experiencing psyllid outbreaks to share information and best practices and will continue to research options to consider future treatment trials.

Beyond the injectable insecticides, there are some other treatment options available. Amongst the registered products to treat psyllids, permethrin is reported as an effective treatment for controlling the insect when applied at the right time. The use of insecticidal soap has also had some anecdotal effects. Targeted spray programs would require a capital investment in spraying equipment and labour or the reliance on contractors to provide this service. Psyllids are very mobile (referred to as tree lice) and insect infestations are assumed to impact both public and private trees so it would be very difficult to attain significant control in the long run where the susceptible trees are

## Urban Forestry Cottony Ash Psyllid Response Plan

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spread out. For these reasons, Administration is not recommending a broader application of these products across the city at this time; individual home owners who wish to treat trees on their private property do have the option to do so and Parks will provide information on these options on the City's website.

Given the combination of environmental factors Saskatoon is facing and the data gathered in the canopy assessment, Urban Forestry is recommending a program of tree removal and replacement to mitigate the tree loss from psyllids. The plan is to remove the tree and stump for the 1,000 trees that have been identified in 2017 as being greater than 50% defoliated. This would be done in 2018 and accomplished through a combination of in-house and contracted work. Doing all the removal work in 2018 will allow an efficient move through the city on a community by community basis. In 2018, 400 of these tree removal sites would then be replanted with stock from the nursery. The remaining removal sites would be replaced in 2019. Spreading the replanting out over two years gives the nursery the time needed to plan and manage their stock and limits the impacts to the other planting programs. While the community tree planting program would not be impacted, the plant by request program would meet its service level in 2018 but would see a reduction in available trees in 2019. The urban reforestation program would have its resources redirected to the psyllid replanting program. The nursery is working through some continuous improvement efforts to increase their production numbers to make more tree stock available for planting programs.

The total estimated cost to remove and replant the trees that were identified during the canopy assessment in 2017 is \$1,180,000. Costs and proposed funding are detailed in Attachment 1.

### Experience of Other Cities

The rapid deterioration of psyllid susceptible trees in Saskatoon is not unlike the experience in other prairie cities including Calgary, Edmonton, Red Deer, and Grand Prairie. Although attempts to control psyllids through the use of insecticides was initiated in each of these cities, there continued to be substantial loss. Drought was also associated with the loss of trees, making it difficult to determine the effects of psyllids alone. Forestry and pest management representatives from Edmonton and Calgary have indicated they have lost most of the susceptible trees in their respective cities. Both Calgary and Edmonton no longer plant black ash trees.

### Other Emerging Insect Threats

Another devastating insect pest that has been responsible for the loss of millions of ash trees across North America is the emerald ash borer. Saskatoon has not yet observed this insect within the city, but it is approaching both from the east and the south. This insect threatens all Ash (*Fraxinus*) species including those already impacted by psyllids. Ash species presently make up the largest percent of the city tree inventory at approximately 27%. Ash trees were planted in large numbers throughout prairie cities in response to the threat of Dutch elm disease and before the threat of emerald ash borer was known. The large number of ash trees now makes our urban forest

## Urban Forestry Cottony Ash Psyllid Response Plan

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vulnerable to the introduction of emerald ash borer. The need to plant a wide variety of hardy, drought tolerant trees is very important to building resilience in the urban forest. The opportunity to diversify the urban forest through the removal of ash trees impacted by psyllids and replanting other tree species in their place will help prepare the city for the arrival of the emerald ash borer.

### **Options to the Recommendation**

Committee may direct the Administration to further investigate additional options to the removal program proposed in this report.

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

Parks has worked closely with the Executive Directors of the three central BIDs to provide them with information about this emerging threat including hosting them at a joint meeting. Parks and the BIDs worked together to coordinate the removals and replacements that have occurred in 2017.

Parks has received over 150 calls in 2017 inquiring about susceptible trees in decline. Callers are provided information about the canopy assessment program and the emerging pest issue. They are given the same information as is posted on the City's website.

Parks will also work with the Community Associations most affected by the psyllid outbreak to ensure their residents are kept informed on this emerging issue.

### **Communication Plan**

Parks continues to work closely with the Communications Division to provide updated information about this emerging issue on the City website as it becomes available. A PSA was issued in spring 2017 and an information sheet is available on the City website. Targeted household communication will be developed as part of the removal program, should it be approved.

### **Policy Implications**

Use of the Parks Grounds Maintenance Stabilization and Pest Control reserves for this program must be approved by City Council, as an exception to Corporate Policy No. C03-003 Reserve for Future Expenditures (due to the unique nature of this infestation).

### **Financial Implications**

Financial Implications are outlined on Attachment 1.

A \$1,180,000 capital project is proposed, spanning a two-year period with the 2018 portion of \$757,000 funded from the following "one-time" contributions:

- a reallocation of operating program funds from the Urban Forestry program of \$150,000;
- reallocation of \$80,000 from the Conservatory operating budget due to the temporary closing of the facility;



## Urban Forestry Cottony Ash Psyllid Response Plan

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- the allocation of all available funds from the Deferred Tree Replacement Account of \$200,000;
- the allocation of \$140,000 from the Parks Ground Maintenance Stabilization Reserve;
- \$67,000 from the Pest Control Reserve; and
- \$120,000 from the Community Services Department Capital Reserve.

The funding for the remaining estimated capital project budget in 2019 of \$423,000 will be addressed in a follow up report that will update the status of the project and explore options with the possibility of identifying long-term funding to deal with future infestations.

Currently, the Parks Ground Maintenance Stabilization Reserve has a balance of \$336,400. It is anticipated that \$196,400 will be required in 2017 to offset additional water used during a period of reduced rainfall.

### **Environmental Implications**

There will be a negative environmental and amenity impact in the short term, reflecting the loss of trees. In the long run, increased diversity should provide greater resiliency for the urban forest.

### **Other Considerations/Implications**

There are no privacy or CPTED implications or considerations.

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

In accordance with the recommendation, a follow-up information report will be provided to Committee in 2018 on progress of the capital project, should it be approved.

### **Public Notice**

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

### **Attachment**

1. Costs Associated with Psyllid Impacted Tree Removal Program in 2018-2019.

### **Report Approval**

Written by: Michelle Chartier, Superintendent, Urban Forestry Section

Reviewed by: Darren Crilly, Director of Parks

Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Dept.

Approved by: Randy Grauer, General Manager Community Services Department  
Murray Totland, City Manager

S:/Reports/2017/PK/Urban Forestry Cottony Ash Psyllid Response Plan/dh

**Table 1: Capital Project: Psyllid Impacted Tree Removal/Replanting Program**

Activity	Number of Trees	Cost per Tree	Total (Rounded)
<b>2018</b>			
Removed & Stumped:			
Regular Planning Sites	750	\$ 300	\$ 225,000
Cut-out site	250	\$ 800	200,000
Replanted Trees*:			
Regular Planning Sites	270	\$ 785	212,000
Cut-out site	115	\$ 550	63,000
Communication Plan & Material			4,000
Staffing:			
Project Management (.5 FTE, Park Tech 13)			42,000
Canopy Assessment (Clerk 9)			11,000
<b>Total Estimated Cost - 2018</b>			<b>\$ 757,000</b>
<b>2019</b>			
Replanted Trees*:			
Regular Planning Sites	405	\$ 785	318,000
Cut-out site	110	\$ 550	61,000
Communication Plan & Material			2,000
Staffing:			
Project Management (.5 FTE, Park Tech 13)			42,000
<b>Total Estimated Cost - 2019</b>			<b>\$ 423,000</b>
<b>Project Total</b>			<b>\$ 1,180,000</b>

\*Replanted Trees - estimate is that 10% of sites do not meet current setbacks and will not be replanted.

Proposed Funding (one-time contributions)	Total
<b>2018</b>	
Redirect Urban Forestry Operating Budget	\$ 150,000
Redirect one-time savings from Conservatory Closing	80,000
Deferred Tree Replacement Account	200,000
Parks Ground Maintenance Stabilization Reserve	140,000
Pest Control Reserve	67,000
Community Services Capital Reserve	120,000
<b>Total 2018 Funding</b>	<b>\$ 757,000</b>
<b>2019</b>	
Unfunded	423,000
<b>Total 2019 Funding</b>	<b>\$ 423,000</b>
<b>Project Total</b>	<b>\$ 1,180,000</b>



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Update – North Commuter Parkway Bridge – Bridge Naming Engagement Process**

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

That the report of the A/General Manager, Corporate Performance Department dated October 10, 2017, be received as information

#### **History**

At the October 10, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated October 10, 2017 was considered

#### **Attachment**

October 10, 2017 Report of the A/ General Manager, Corporate Performance.

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## Update - North Commuter Parkway Bridge – Bridge Naming Engagement Process

### Recommendation

That the report of the Acting General Manager, Corporate Performance Department dated October 10, 2017, be forwarded to City Council for information.

### Topic and Purpose

The purpose of this report is to provide City Council an update on the Community Engagement Process to name the North Commuter Parkway Bridge.

### Report Highlights

1. The process to name the North Commuter Parkway (NCP) Bridge will be facilitated by the City Administration, led by key community members, and will include broad citizen engagement using various methods through different phases.
2. The process will include public education related to the Truth and Reconciliation Commission of Canada's (TRC) Calls to Action, specifically #79, and involve Community Elders and Indian Residential School Survivors.
3. Community response has been mainly positive with over 100 proposals coming forward. Still, the City and its community partners have received correspondence which highlights the need for educational opportunities to correct stereotypes and misinformation and to promote community building.

### Strategic Goal

Under the City of Saskatoon's (City) Strategic Goal of Quality of Life, this report supports the recognition of our built, natural, and cultural heritage. The naming of civic facilities celebrates the history, environment, and outstanding contributions of our diverse community.

### Background

On June 22, 2015, City Council directed the Administration to identify responses and financial implications of the TRC Calls to Action. City Council also declared July 1, 2015 to June 30, 2016 the Year of Reconciliation. The Administration was directed to work with the Office of the Treaty Commissioner (OTC), and other community groups, leaders, and institutions in Saskatchewan to promote reconciliation.

On July 21, 2016, City Council unanimously voted in favour of the following motion:

“With respect to the Truth and Reconciliation Commission (TRC) Calls to Action report, would the administration report back on how to engage the community as a whole to name the pending new

North Commuter Parkway in recognition of the TRC. This report will be in response to the TRC calls to action and specifically #79 which is 'Participate in a strategy to commemorate Aboriginal peoples' history and contributions to Canada.' The administration should keep the guidelines and intent of the naming advisory policy in mind while preparing the report.”

At its meeting held on February 27, 2017, City Council considered the North Commuter Parkway Bridge – Bridge Naming Engagement Process report. The process undertaken to propose a name for the NCP Bridge will be community driven, building on the community reconciliation process and Aboriginal Elders will guide the Aboriginal Cultural and Spiritual processes for the naming process.

City Administration has gathered key community members to form the Steering Committee to determine and carry out a community-led process for naming the North Commuter Parkway Bridge (NCP). The Steering Committee includes representatives from City Administration, the Office of the Treaty Commissioner (OTC), Saskatoon Tribal Council (STC), Central Urban Métis Federation Incorporated (CUMFI) and the Federation of Sovereign Indigenous Nations (FSIN).

### **Report**

This report addresses the main components that will contribute to the final recommendation for the name of the NCP Bridge. In preparation, the Steering Committee determined a process that is open and transparent; includes extensive public education and engagement; and uses a combination of digital and paper feedback mechanisms to ensure the process is accessible to everyone in our diverse community.

Nominations should meet one of the below guidelines:

- Acknowledge an Aboriginal historical event or figure.
- Represent the spirit of community, coming together, or connection.

### Process for Final Recommendation and Approval

First Nation and Métis Elders will guide the cultural protocol for the entirety of the naming project, including the blessing of the land which took place in May 2017. The process to name the NCP Bridge is outlined as follows:

Phase One:

- Names will be gathered from the community, both Aboriginal and non-Aboriginal residents, through engagement events and an online nomination form between July and October 2017. Nominations will close October 31, 2017.

Phase Two:

- Elders and Survivors will reflect and deliberate on the list of names in order to assist the Steering Committee in determining a shortlist of four names.

- Each of the names in the short list will be vetted through a sub-committee of local historians. This information, along with the information included in the nomination will be used to create a short vignette for each of the four short-listed names.
- The community will be able to watch the four vignettes and provide input online or in-person.

**Phase Three:**

- Community feedback will be considered before the final recommendation is made to City Council, via the Naming Advisory Committee, by the Steering Committee. All nominations received will be vetted, and qualifying names will be added to the Master Names List for use in naming future civic infrastructure.

**Community Feedback to Date**

Participation from the community has been mainly positive with over 100 proposals coming forward. However, the City and its community partners have received correspondence – albeit a small amount – which highlights the need for further educational opportunities to correct stereotypes and misinformation and to promote community building.

**Public and/or Stakeholder Involvement**

**Update on the Process for Naming**

The online nomination form will be available to the public from July 13, 2017 to October 31, 2017 at [Saskatoon.ca/nametheNCP](http://Saskatoon.ca/nametheNCP).

Promotional material and hard copies of the nomination forms were available at a number of community events during July to September. Residents are encouraged to send in their nomination for a name online or attend one of a number of community engagement events held in October 2017. A current listing of events is found on [Saskatoon.ca/nametheNCP](http://Saskatoon.ca/nametheNCP).

The nomination process is not restricted to residents of Saskatoon. Those living across Saskatchewan and Canada that may have a connection to Saskatoon are also invited to submit their nomination. Personal contact information is requested on the nomination form to be able to ensure accountability, but also to be able to follow-up with persons for additional information for Phase Two, if required.

Educational resources and tools are available online for the public to use in facilitating their own sessions, including: project background information, nomination forms, educational information on the TRC's Calls to Action, and a video highlighting Saskatoon's progress with reconciliation in our community.

**Financial Implications**

The estimated cost for the proposed communications and engagement strategy is up to \$20,000. This includes resources for facilitating and gathering input through community discussions and the communication tools used below. An additional \$10,000 was

identified as a need by the Steering Committee for an educational campaign leading up to the final selection.

The project will be funded through the existing Aboriginal Relations operating budget and the North Commuter Parkway and Traffic Bridge Capital Project No. 2407. The Administration will look for opportunities to collaborate with other potential funding partners.

**Communication Plan**

A communications and engagement plan will inspire participation and confidence in the naming process and assist in educating the public on the TRC's Calls to Action. Activities will include: paid and earned media, signage near the bridge site, general public and targeted engagement opportunities, information on City website and at civic facilities, and social media posts. Going forward, Administration will collaborate on communications for the naming process and the project status of the North Commuter Parkway.

**Other Considerations/Implications**

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

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

The Administration will report back through the Naming Advisory Committee in January of 2018.

**Public Notice**

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

**Report Approval**

Written by: Maeghan Briggs-Carstairs, Communications & Marketing Manager  
Reviewed by: Dazaway Landrie-Parker, Community Engagement Manager  
Gilles Dorval, Director of Aboriginal Relations  
Approved by: Jeff Jorgenson, A/General Manager, Corporate Performance Department



# **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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## **Special Needs Garbage Collection Service**

### **Recommendation of the Committee**

1. That through the Waste Utility consultation, the Administration engage with relevant stakeholders such as senior and disability services organizations as well as the Saskatoon Accessibility Advisory Committee to address accessibility needs as well as any updates required to the Special Needs Garbage Collection Service; and
2. That the report of the A/General Manager, Corporate Performance Department, dated October 10, 2017 be forwarded to the Saskatoon Accessibility Advisory Committee for information.

### **History**

At the October 10, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department dated October 10, 2017 was considered.

### **Attachment**

October 10, 2017 Report of the A/General Manager, Corporate Performance



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## Special Needs Garbage Collection Service

### Recommendation

That the report of the General Manager, Corporate Performance Department dated October 10, 2017, be received as information.

### Topic and Purpose

This report provides information and costs for the existing special needs collection program and to identify potential options and considerations for expanding this service.

### Report Highlights

1. The Special Needs Garbage Collection Service was implemented in 2007 as part of the garbage container conversion process in core neighbourhoods and was intended to be phased out.
2. The program is comprised of approximately 300 participants who are elderly or mobility challenged and require assistance with their collection carts. The program has not accepted any new applicants since inception; however, the Administration continues to receive requests for new applicants.
3. Since the special needs program was implemented, the number of households utilizing the service has decreased by approximately 100.
4. Costs to provide this service are estimated at \$490 per household. Funding for this service is provided through property taxes.
5. The marketing program approved in the 2016 Operating Budget has not yet been implemented, and will be implemented in late 2017.

### Strategic Goals

This report supports the Strategic Goal of Quality of Life by refocusing on services that are of high importance to citizens and by developing age-friendly initiatives to enhance quality of life as people age.

### Background

City Council at its 2016 Preliminary Business Plan and Budget meeting held on November 30 and December 1, 2015, considered the report Services and Accommodations for Seniors and Residents with Physical Limitations – Options and Possible Partnerships and resolved, in part:

- “2. That, Option 2, a marketing promotion campaign, like the Snow Angel Program, with a focus on neighbours helping neighbours with moving their garbage/recycle bins, including the establishment of a process for groups to be on a list for providing a low-cost fee for service in assisting with moving bins be approved, with an increase to the budget of \$12,000.”

## Special Needs Garbage Collection Service

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The Standing Policy Committee on Environment, Utilities and Corporate Services, at its meeting held on September 11, 2017, considered the Waste Handling Levels of Service report and resolved, in part:

- “1. That at the next meeting of the Standing Policy Committee on Environment, Utilities & Corporate Services the Administration bring forward the past report on the special service garbage collection and other accessibility issues as they pertain to waste services, as well as any follow up to that report that may be available.”

City Council, at its meeting held on September 25, 2017, considered the Waste Handling Levels of Service report and resolved, in part:

- “4. That all other service level changes be considered during the development and implementation of waste utility options.”

The Services and Accommodations for Seniors and Residents with Physical Limitations – Options and Possible Partnerships report, dated November 30, 2015 is included as Attachment 1.

### Report

#### Special Needs Garbage Collection Service History

The Special Needs Garbage Collection Service was established in 2007 during the garbage container conversion process, whereby, households were provided with individual rollout carts instead of communal waste bins in the back lanes. The service was established in response to concerns from residents who were unable to manoeuvre the rollout carts but were otherwise able to take out small bags of garbage. City employees were hired to roll out carts from private property, collect them with semi-automated rear-loading garbage trucks and then return the carts after collection.

The special needs service was originally intended only for residents who resided in the neighbourhood at the time of the conversion, and with the intent that these households would be phased out when new residents moved in. To be eligible for the program, the following criteria was established and confirmed through a site visit by the Customer Service Supervisor to ensure the resident:

- lived in a neighbourhood that underwent a conversion from communal waste collection to individual rollout carts;
- lived independently (without the benefit of family members);
- was frail due to age or had a physical disability or severe medical condition; or
- lived at a property with extreme physical barriers (such as an elevated yard).

#### Current Program

When the curbside residential recycling program was implemented in 2013, the households that were included in the Special Needs Garbage Collection Service were also provided special recycling collection services as established under contract with Loraas Recycle. Special needs services are not currently available for the optional Green Cart food and yard waste program. The number of households receiving special

## Special Needs Garbage Collection Service

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needs collection service has decreased since implementation and is now approximately 300.

The staff and equipment that provide special needs garbage collection also perform other duties such as clean-ups of illegally dumped materials in back lanes and recycling depots, and garbage collection from special locations that cannot be serviced by automated side loaders due to narrow lane widths or raised lots. There are approximately 500 special collection locations that are serviced by rear-loader trucks, in addition to the 300 households included in the special needs service.

In 2016, the cost to provide special needs garbage collection to 300 households was \$147,000 or the equivalent of \$490 per household. This service costs approximately five times more than automated curbside garbage collection for the following reasons: two staff are required for each truck (one operator and one labourer to retrieve carts), collection locations are more dispersed throughout the city, and each collection takes longer to complete. The costs to operate this program are funded by property taxes.

The \$12,000 allocated to create a marketing or promotion campaign was not used in 2016 on a dedicated program as only preliminary investigations were completed. Administration will develop a community awareness campaign to encourage people to assist neighbours with their collections carts. This program will use the \$12,000 allocation to design a program to fit the allocated funds. The program will be implemented in late fall of 2017.

### Decline in Program Use

Since the special needs program was implemented, the number of households utilizing the service has decreased by approximately 100. The Administration receives approximately 10 requests annually from elderly and mobility-challenged residents who wish to be included in the Special Needs Garbage Collection Service. The program history is explained to these residents, and they are offered smaller 65 gallon carts as a possible solution as these carts are easier to manoeuvre and store.

### **Options to the Recommendation**

As an informational report, there were no options considered.

### **Communication Plan**

A community awareness campaign will be directed at neighbourhoods where the special services collections program takes place. The goal of the awareness will be to encourage residents to help their neighbours with their collections carts. This campaign will start in late fall 2017.

### **Financial Implications**

The Special Needs Garbage Collection Service is funded from the Garbage Collection Operating Budget under the Waste Handling Service Line. In 2016, the cost to provide special needs garbage collection to 300 households was \$147,000 or the equivalent of \$490 per household.

**Other Considerations/Implications**

There are no public and/or stakeholder involvement, policy, environmental, privacy, or CPTED implications or considerations.

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

If approved, the Administration will report back on options for expanding the Special Needs Garbage Collection Service as part of the follow-up report on waste utility design options in 2018.

**Public Notice**

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

**Attachment**

1. Report - Services and Accommodations for Seniors and Residents with Physical Limitations – Options and Possible Partnerships – Dated November 30, 2015

**Report Approval**

Written by: Michelle Jelinski, Senior Project Management Engineer, Water & Waste Stream

Reviewed by: Mark Shaw, Environmental Operations Manager, Water & Waste Stream

Russ Munro, Director of Water & Waste Stream

Approved by: Jeff Jorgenson, Acting General Manager, Corporate Performance Department

EUCS MJ – Special Needs Garbage Collection Service.docx

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## Services and Accommodations for Seniors and Residents with Physical Limitations – Options and Possible Partnerships

### Recommendation

That the options to address requests for assistance with moving recycling/garbage bins and sidewalk clearing, as outlined in this report, be considered during the 2016 Business Plan and Budget Review.

### Topic and Purpose

The purpose of this report is to respond to an inquiry requesting options to address requests from seniors and residents with physical limitations for assistance with moving recycling/garbage bins and with sidewalk clearing.

### Report Highlights

1. Public Works currently has a limited program for seniors and people with physical limitations, where City of Saskatoon (City) employees move the bins from private property and replace the bin after collection. This service was established, in conjunction with the garbage container conversion project, as a way to address concerns raised by some residents who physically could not manoeuvre roll-out bins.
2. Public Works currently has community-based initiatives encouraging the community and community-based groups to support those with health and mobility restrictions.
3. There are a number of options available for consideration, consisting of continuing with the existing limited level of service, considering grants and/or partnerships with community-based organizations, and enhancing the information available about community-based options.

### Strategic Goal

This report supports the City's Strategic Goal of Quality of Life and refocusing on our services that are of high importance to our citizens.

### Background

In 2007, Environmental Services introduced a Special Needs Service whereby City employees move garbage bins from private property, collect with a semi-automated rear-loading truck, and replace the bin after collection. This service is provided on a different day from regularly-scheduled collections. The service was established in conjunction with the garbage container conversion project that saw 300-gallon communal waste containers located in back-lanes across the city replaced by individual roll-out black garbage bins. It was never officially created as a program. The Special Needs Service was created as a way to address concerns raised by some residents

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ROUTING: Community Services Dept. – City Council (Business Plan and Budget Review)

DELEGATION: Michelle Jelinski/Lynne Lacroix

November 30, 2015 – File No. CK 5610-1 and RS 5610-3  
Page 1 of 5

cc: Jeff Jorgenson

who could physically manage taking small bags of garbage to a large bin but could not easily manoeuvre roll-out bins.

Procedures have been created for the administration of this service. Eligibility criteria were established and implemented through a site visit by the Customer Service Supervisor to confirm:

- the resident lives in a neighbourhood that underwent a conversion from communal waste collection to individual roll-out carts; and
- lives independently (without the benefit of family members); and
- has a physical disability or other limitations; or
- lives at a property with extreme physical barriers (such as an elevated yard).

At its March 4, 2013 City Council meeting, the following inquiry was made by Councillor Loewen:

“Would the administration please explore options and possible partnerships that would allow the City to expand services and accommodations to seniors and to residents with physical limitations? Specifically, please supply information about how the City could address requests for assistance with moving recycling and garbage bins as well as with sidewalk clearing.”

In 2013, with the launch of the new Recycling Program, City Council was informed that the Special Needs Services would also be delivered by Loraas Recycle to the same addresses served by the City.

### **Report**

#### **The City's Current Services and Accommodations – Moving Bins**

Through Public Works, the City offers the Special Needs Service for assistance with moving garbage bins. When the program started in 2007, there were 488 participating households. The service was specific to the neighbourhoods affected by the garbage conversion project only. Addresses would be dropped from the service over time and no new addresses would be added. As of 2015, there are approximately 400 households still receiving the service.

The Special Needs Service comprises approximately 60% of the work completed by rear-loading garbage trucks (of which Public Works operates two). The projected cost to provide this service to 400 homes in 2015 is \$195,000 (or \$488 per household). This service costs approximately five times more than automated curbside garbage collection.

#### **The City's Current Programs and Services – Shovelling Snow**

Public Works, in relation to snow removal on residential sidewalks, has community-based initiatives already underway. Annually, the Snow Angel Program is promoted with a call to action for neighbours to consider adopting a senior's sidewalk and keep it clear of snow. In the past, Public Works has also put out a request to non-

## Services and Accommodations for Seniors and Residents with Physical Limitations – Options and Possible Partnerships

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profit and volunteer groups offering sidewalk snow-clearing programs for the elderly or those with mobility restrictions to register on a list that could be published and promoted by the City. This list of organizations offering this service is then promoted on the City's website.

Public Works also annually distributes the "Snow What to Do" flyers to remind all residents of their responsibility under Sidewalk Clearing Bylaw, 2005, No. 8463. Within that brochure, residents who are not physically able to remove the snow are reminded to ask family members, friends, and neighbours to assist with snow removal, or contact a local community group providing the service.

### Options and Possible Partnerships

There are a number of options available for consideration, consisting of continuing with the existing limited level of service, considering grants and/or partnerships with community-based organizations, and expanding the program for all residents that would qualify under the program.

To address the requests for assistance with moving garbage and recycling bins and sidewalk clearing, the Administration has identified a number of options for consideration. In brief, the options are:

1. Continue with the existing level of service to the approximate 400 households currently on the program within the neighbourhoods that were part of the garbage bin conversion project.
2. Launch a marketing promotion campaign, like the Snow Angel Program, with a focus on neighbours helping neighbours with moving their garbage/recycle bins. This would include the establishment of a process for groups to be on a list for providing a low-cost fee for service in assisting with moving bins.
3. Explore partnership opportunities that would include providing support funding for neighbourhood-level clubs, teams, or organizations willing to sign up as volunteers to take on the task of moving the bins on regular collection days. Support funds are considered necessary to provide incentive for volunteers to ensure the service is available equally across the city and consistently on each collection day. Such an initiative could provide a fundraising opportunity for non-profit organizations operating in Saskatoon. The amount of funding required to provide an appropriate incentive is not known at this time. A partnership program of this type would require administrative support from the City (at an estimated cost of \$20,000 annually), along with an annual amount of support funding.
4. Issue a Request for Proposals (RFP) for community-based organizations to take on the city-wide service of assisting with the moving of garbage/recycle bins throughout the year for any residents that qualify under the criteria of the program.
5. Explore other options to ensure that all citizens have reasonable choices available for moving recycling/solid waste bins and sidewalk clearing.

The options identified in this report provides a range of potential programs and supports to assist seniors and people with physical limitations. While the list is not exhaustive, it does provide information about potential supports to consider pursuing.

### **Options to the Recommendation**

The Business Plan and Budget Review Committee could direct the Administration to implement one of the options presented within this report.

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

In investigating potential options or partnerships, representatives from the Saskatoon Council on Aging were consulted, as were members of the Saskatoon Accessibility Advisory Committee of Council.

### **Communications Plan**

Any new options would be communicated using Public Service Announcements and updating the City's website.

### **Financial Implications**

Option 1: No new budget is required as this program is already supported within the operating budget.

Option 2: The estimated costs to expand the promotion of the neighbour helping neighbour with the moving of bins would be similar to the cost of the Snow Angel Program promotions, which is approximately \$12,000 per year. There needs to be internal resources allocated to develop the communications plan/marketing strategy, graphic design work, and support for developing the online forms to sign up community-based organizations.

Option 3: In addition to the \$20,000 in administrative support to the program, there would also be a need for funding support for the organizations participating in the program. The total impact would need to be further explored should this option be considered.

Option 4: The financial implications of this option would need to be determined through an RFP.

The implications of an expanded Special Needs Service for recycling carts is unknown at this time. While it would be expected that the same level of service be provided for recycling, Loraas Recycle may also request additional contract fees as a result.

### **Other Considerations/Implications**

At this time, there there are no policy, environmental, privacy, or CPTED implications or considerations. Pending the direction of City Council, these implications may also need to be further investigated.



**Services and Accommodations for Seniors and Residents with Physical Limitations – Options and Possible Partnerships**

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

Should City Council approve one of the options within this report and the corresponding resources, the Administration would look to formalize the details of the program in the first half of 2016. The Administration would undertake to further investigate the full scope of that option and the detailed costing with a plan to implement the changes for the 2016 winter season.

**Public Notice**

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

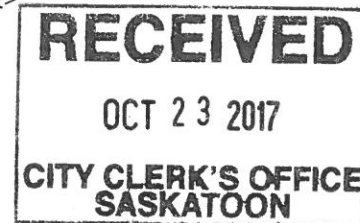
**Report Approval**

Written by: Lynne Lacroix, Director of Recreation and Community Development  
Reviewed by: Pat Hyde, Director of Public Works  
Approved by: Jeff Jorgenson, General Manager, Transportation and Utilities Department  
Approved by: Randy Grauer, General Manager, Community Services Department

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BF 104-14

7830-1

**From:** Cheryl Loadman <ed.saskatoonservices4seniors@sasktel.net>  
**Sent:** October 23, 2017 9:41 AM  
**To:** Web E-mail - City Clerks  
**Subject:** Letter to city council  
**Attachments:** LT - Mayor and Council Garbage Pick Up.pdf



**RE: Special Needs Garbage Collection Service (File No. CK. 7830-1)**

Attached is a letter regarding the aforementioned topic, to be discussed at today's council meeting.

Cheryl Loadman  
Executive Director  
Saskatoon Services for Seniors  
103 115 19<sup>th</sup> Street East  
Saskatoon Sask S7K 7Y8  
306-668-2763  
306-668-2764 direct

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

Charitable Business Number: 89534 9033 RR0001

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7830-1



Mayor and Council  
City of Saskatoon  
205 4<sup>th</sup> Avenue North  
Saskatoon Sask  
S7K 5J5

Dear Mayor and Council;

**Re: Special Needs Garbage Collection Service (File No. CK. 7830-1)**

Thank you for the opportunity to address City Council on **Special Needs Garbage Collection Service (File No. CK. 7830-1)**. Unfortunately I am unable to attend the City Council meeting on October 23, 2017 to raise this matter directly. The comments contained in this letter highlight the ongoing thoughts and views of Saskatoon Services for Seniors.

By way of introduction to our interest in this matter, Saskatoon Services for Seniors (SSFS) is a registered charity, non-profit social enterprise whose mission is to provide home-based services to seniors, persons with failing health and physically challenged/disabled individuals, that maximizes safety and independent living for as long as possible. A primary SSFS service focus is on Saskatoon's lower and low-income individuals in hopes of alleviating the impact of pension challenges and poverty on them.

SSFS's reach is also wider and deeper, as our agency's second mandate is to support employment of underemployed individuals including women coming out of corrections and new Canadians -- we marry service demand with those needing work. As a social enterprise we are not a typical not for profit in that we are striving to become sustainable without government funding.

SSFS attended and spoke at the October 10, 2017 meeting of the Standing Policy Committee on Environment, Utilities & Corporate Services. We support the outcome of that meeting embodied in the Committee recommendation and we look forward to the resulting future engagement in discussions on **Special Needs Garbage Collection Service** through the Waste Utility consultation process. For Council's information, SSFS highlighted to the Committee two issues of utmost importance to our organization:

1. SSFS is requesting the continuation of the existing special needs garbage collection service AND we request the removal of existing restrictions limiting the number of Saskatoon citizens who can receive special help/supports for rolling out garbage bins. Saskatoon citizens who are elderly, disabled or physically unable must have access to publicly provided, tax payer funded waste removal services regardless of their ability to manage the roll-out garbage bins.

.../2

Tearing down barriers to inclusion for seniors and disabled is essential in creating an age and disability friendly community. SSFS believes that waste removal services are one of the fundamentals of remaining successfully independent in our community. Simply, waste removal service is an integral component of independence and dignity.

There are solutions to concerns of program abuse and eligibility of citizens. Bi-annual medical certification that the household is deemed unable to carry their garbage/recyclables to the curb, along with a declaration signed indicating that there is no able-bodied persons living in the property, are simple methods to qualify individuals for this service.

A review of the policies and practices of cities across Canada indicates that the majority provide a waste collection service that mirror the aforementioned suggestion both in access to the program and means to test eligibility.

2. SSFS is also requesting an opportunity to meet with the Public Works Department to explore alternative service delivery arrangements. Alternative waste removal service delivery is a means of:
  - addressing the cost challenges attached to City delivery of continuing and expanding **Special Needs Garbage Collection Service**
  - providing employment opportunities to underemployed populations

SSFS suggests that consultations with the City's public sector union may alleviate union job loss concerns.

SSFS notes that the November 30, 2015 consultations on the issue of **Special Needs Garbage Collection Service** did not fully consider the provision of services by organizations such as SSFS or other social enterprises in Saskatoon. Circumstances in the social enterprise environment have also changed rapidly since the 2015 report, with the emergence of procurement or service provision possibilities through one or a partnership of a number of local social enterprise organizations.

SSFS, with an average of 14 employees and \$200+K in revenue from client services, is in a position to respond to such procurement opportunities. We are also open to partnerships with other social enterprises in an effort to create a success based outcome for our clients (the groups most impacted) and underemployed individuals. Exploratory conversations with the Public Works division will enable a better understanding of the potential for this business opportunity.

A review of the policies and practices of cities across Canada indicates that a small number of waste collection services are delivered by alternative community providers.

SSFS respectfully thanks City Council for the opportunity to present our position. We also look forward to our involvement in further discussions and Council's consideration of a positive resolution to **Special Needs Garbage Collection Service** that addresses the points raised by SSFS.

Sincerely,

A handwritten signature in black ink, appearing to be 'C. Loadman', with a long horizontal line extending to the right.

Cheryl Loadman  
Executive Director



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Infill Lane Paving Requirements

### Recommendation of the Committee

That whereas infill development continues to lag behind the growth plan and the paving policy is likely to de-incentivize small and medium buildings:

- a) That, as part of permanent policy development, further study be done to investigate expanding the density bonus system to incentivize infill development in areas beyond the downtown district;
- b) That the Administration report back on the environmental impact of lane-paving as part of its climate change business plan; and
- c) That the Administration report back how the above will support the Growth Plan, as it pertains to infill.

### History

At the October 10, 2017 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017 was considered.

Your Committee requested that the Administration report back to the next meeting of the Standing Policy Committee on Transportation what the effect would be to discontinue charging alley paving fees for infill until a permanent policy is in place.

A presentation from Mr. Curtis Olson was also received by the Committee.

### Attachment

October 10, 2017 Report of the A/General Manager, Transportation & Utilities Department

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## Infill Lane Paving Requirements

### Recommendation

That the report of the General Manager, Transportation & Utilities Department, dated October 10, 2017, be received as information.

### Topic and Purpose

This report clarifies the requirements to pave lanes during infill and redevelopment in existing areas in the interim, prior to the development of a formal policy.

### Report Highlights

1. A summary of the City's previous practice is provided.
2. Information on practices in other municipalities is provided, and the Administration will continue to gather best-practices.
3. Clarity on interim lane paving requirements is outlined in this report.

### Strategic Goal

This report supports the Strategic Goal of Moving Around by providing improved safety for all road users (pedestrians, cyclists, and drivers), and helps provide a great place to live, work, and raise a family.

### Background

The Standing Policy Committee on Transportation, at its August 16, 2016 meeting received verbal presentations from Jim Siemens and Curtis Olson, Shift Development Inc. related to lane paving for infill development.

City Council, at its meeting held on December 12, 2016, considered the Paved Lane Policy report and resolved:

- “1. That the matter of the paved lane policy be referred to the Administration for a report with respect to the feasibility of creating a round table, to discuss this matter, along with the issues relating to infill and greenfield development; and
2. That the Administration start the framework for development of a paved lane policy based on discussions and consultations at the round table.”

City Council, at its meeting held on June 26, 2017, received an informational report entitled Measures to Incentivize Infill Development, from the General Manager, Community Services Department.

This report provided an overview of the various initiatives underway to support the City of Saskatoon's infill targets, and the implementation of both the Growth Plan to Half a Million and City Centre Plan.

## Infill Lane Paving Requirements

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On July 18, 2017, the initial round table meeting addressing infill was held.

In all new development areas, lanes are paved and developers fund the cost of lane paving. Because infrastructure costs can be spread across all benefiting property owners and included in the price of the lot, there is a funding mechanism in place that does not require input from the mill rate. Infill developments in existing neighbourhoods with gravel lanes do not have such a funding mechanism in place.

It is anticipated the round table process will provide valuable input for the Administration to use in developing a formal paved lane policy that aligns with a greater infill strategy, but until that time no formal policy exists.

The purpose of this report is to provide clarity to infill developers with regards to when a lane will be required to be paved, and who is responsible for paying until a formal policy is developed.

### Report

High traffic volumes on unpaved lanes cause service level problems for adjacent residents, and ongoing maintenance liabilities for the City. The intent of the paving requirement is to minimize the impact to adjacent residential neighbours, including dust and increased traffic volumes, resulting from infill and redevelopment.

### Previous Practice

When approving infill development, the previous practice required paving of rear lanes adjacent to infill and redevelopment projects in established neighbourhoods determined when the intensity of development significantly exceeded the previous use. There is no formal policy governing this approach, and in the past, the Administration required larger infill projects that increase density to pave the lanes adjacent to their development on a case-by-case basis. This requirement provided a benefit to all residents adjacent to the lane, and helped the community accept the development as there was a service level enhancement made possible from the project.

The requirement for paving adjacent lanes has been applied as shown in the table below:

Land Use	No. of applications where the requirement to pave the adjacent lane was included	
	2014	2015
Commercial or Industrial sites	1	2
Residential	1	5
Waived requirement	-	1

In 2016, no developments were approved that required lane paving.

### Practice in Other Municipalities

Several western Canadian municipalities including Edmonton, Regina, and Winnipeg allow for citizen-initiated local improvements including back lane paving. The process is



## Infill Lane Paving Requirements

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initiated by petition and funded by a tax imposed on the properties affected by the project.

For infill or redevelopment projects, there is no consistent application for the requirement to pave lanes in other municipalities. Below are a few examples that the Administration has investigated:

- City of Regina: Case-by-case depending on impact of project. No specific policy.
- City of Edmonton: Case-by-case depending on impact of project. No specific policy and no exemptions. A developer will typically withdraw their development application when paving a lane is seen as cost-prohibitive for the project.
- City of Red Deer: All buried utilities are located in rear lanes and lanes are not paved. No requirements for developers to pave rear lanes.

### Clarity on Lane Paving Requirements

In light of the ongoing discussions at the infill roundtable and the development of a formal policy, Transportation has developed an interim policy to clarify the requirements for lanes to be paved adjacent to infill development projects:

- a. All commercial and/or industrial developments intending to use an existing gravel lane for staff or visitor parking and/or business purposes will be required to pave the entire length of the lane at the time of development.
- b. For residential infill, if traffic meets or exceeds a threshold of 30% increase in total lane trips (as calculated by the Institute of Transportation Engineer's Transportation Impact Analysis for Site Development), the developer will be required to pave the lane from the furthest property line to the nearest city street at the time of development. The entire development would be considered in this calculation.
- c. For Affordable Housing infill projects, the developer will not be required to pave the lane. Affordable Housing is defined in Council Policy C09-002, Innovative Housing Incentives.

Clarifying when a lane will be required to be paved allows for developers to better anticipate their costs during the development of their projects.

Going forward, two issues that will be foundational to any formal policy are as follows:

1. Identifying when densification or increased traffic in a lane trigger the need to upgrade an existing gravel lane to pavement.
2. Once this trigger is met, the funding mechanism that appropriately incentivizes infill; protects the needs of existing residents; and ensures that all developers are treated fairly.

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

The Administration is continuing to discuss the development of a formal policy with the development community. Stakeholder consultation through the Developers Liaison Committee and the round table on infill development are ongoing.

**Communication Plan**

The formal policy, if adopted, will be made available on the City website, and shared with the Saskatoon Home Builder's Association.

**Policy Implications**

A formal City Council policy for paving lanes will be developed through the infill roundtable discussions.

**Other Considerations/Implications**

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

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

The Administration will report with recommendations for the development of a formal paved lane policy for infill development after the series of infill development round tables are complete.

**Public Notice**

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

**Report Approval**

Written by: Jay Magus, Acting Director of Transportation  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

TRANS JM – Infill Lane Paving Requirements.docx



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Complete Streets Design and Policy Guide

### Recommendation of the Committee

1. That the Complete Streets Design and Policy Guide be adopted in principle;
2. That the Administration proceed with preparing a Council Policy based on the Complete Streets Design and Policy Guide provided in the report of the A/General Manager, Transportation & Utilities Department;
3. That the implementation plan be approved; and
4. That the report of the A/General Manager, Transportation and Utilities Department dated October 10, 2017, be forwarded to the Traffic Safety Committee and the Saskatoon Accessibility Advisory Committee for information.

### History

At the October 10, 2017 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017 was considered.

### Attachment

October 10, 2017 Report of the A/General Manager, Transportation & Utilities Department

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## Complete Streets Design and Policy Guide

### Recommendations

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

1. That the Complete Streets Design and Policy Guide be adopted in principle;
2. That the Administration proceed with preparing a Council Policy based on the Complete Streets Design and Policy Guide provided in this report; and
3. That the implementation plan be approved.

### Topic and Purpose

The purpose of this report is to adopt the Complete Streets Design and Policy Guide (the Guide) and implementation strategy as the basis for the development of new policies and standards that includes consideration for all transportation modes during the design process of street building.

### Report Highlights

1. The Guide provides information on how Saskatoon's streets can be designed for all modes and users of all ages and abilities.
2. The Guide is a supporting document of the Growth Plan to Half a Million.
3. The Guide includes principles on street design that complement land use and consider the transportation system as a whole.
4. The Guide includes a toolkit of street treatments that provides options for consideration by designers based on the intended function of the street.
5. The Guide includes the identification of implementation opportunities which includes programs, processes, policies, and monitoring.

### Strategic Goal

This report supports the Strategic Goal of Moving Around by improving the safety of all road users (pedestrians, cyclists, and drivers), and helps provide a great place to live, work, and raise a family.

### Background

The Growth Plan was approved in principle by City Council in 2016. The directions of the Growth Plan provide guidance for civic investments in infrastructure and support programs over the short, medium, and long-term that will shape growth patterns and increase transportation choices, in order to achieve the social, economic, and environmental aspirations of the community. The Guide is a supporting document of the original Growth Plan work.

### Report

Complete streets provide safe connections for users of all ages, abilities, and modes of travel where design is centered on the context of the street corridor. The Guide (Attachment 1) was developed to support street design that accommodates the safe

movement of people by multiple modes and of all ages and abilities, and to provide an explanation on how to accomplish that goal. The Guide includes transportation principles, links land use context and transportation, describes street types within Saskatoon, identifies a toolkit of street design treatments, and outlines strategies for implementation.

The Guide is a supporting document of the Growth Plan to Half a Million, Corridor Growth component, and supports the goals and vision laid out through that process. The Guide provides a strategy for achieving the goals of multi-modal transportation, identifying priority users for different street types, and linking land use to street function and user priority. These processes will be important in achieving the City's multi-modal transportation goals as opportunities for streets to be retrofitted arise throughout Saskatoon. The Guide can also be used to design new streets in new development areas so they can better serve the anticipated user groups, whether that be pedestrians, cyclists, personal automobiles, transit, or goods movement.

The policy derived from the Guide will be implemented as a part of the Saskatoon Transportation Strategy (Attachment 2) to ensure a consistent approach to transportation-related policies and plans. Other standards and policies will also be examined and modified to be consistent with the principles of Complete Streets. Some of the projects that will need to be completed, in addition to the implementation strategy outlined in the Guide, include:

- Incorporating policies from the Guide into the Saskatoon Transportation Strategy and Official Community Plan;
- Review and update of the City of Saskatoon Design and Development Standards Manual;
- Educate staff members about the direction for new and retrofit street design; and
- Develop a system for identifying opportunities for street retrofit.

A more detailed, long-term implementation strategy has been outlined in Section 6 of the Guide.

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

Public input into the development of the Guide was obtained through the Growth Plan to Half a Million engagement process, focusing primarily on the principles of Complete Streets.

Since much of what the Guide presents is technical, focusing on how to achieve the Complete Streets principles through a specific design approach and toolkit, stakeholder involvement was primarily focused on internal City stakeholder engagement. Appropriate internal divisions comprised the steering committee that led the development of the Guide.

### **Communication Plan**

The Complete Streets Design and Policy Guide is an important tool for stakeholders involved in designing and developing new and future infrastructure. A communications

plan has been developed to ensure that land developers and community liaisons are aware of and understand the key issues identified in the guide, and are consequently able to inform members of the public of how these principles will be integrated in future project work. The campaign will begin in October and will centre around presentations and supporting materials for specific internal and external audiences, as well as general information updates in the City Manager's newsletter, and on the City's website.

The plan will also be communicated through the development and delivery of individual projects in order to help the public better understand the reasons why certain decisions are made in the design process.

### **Financial Implications**

The Guide will be used to review and update the City of Saskatoon Design and Development Standards and also required changes to development levies. Cost estimates for individual projects will be developed during scope and design of specific projects.

### **Other Considerations/Implications**

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

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

The Administration will prepare a Council Policy based on the Guide included in this report for presentation to the SPCT on Transportation in early 2018.

### **Public Notice**

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

### **Attachment**

1. Complete Streets Design and Policy Guide
2. Saskatoon's Transportation Strategy – Supporting Plans and Policies

### **Report Approval**

Written by: Chelsea Lanning, Transportation Engineer  
Reviewed by: Lesley Anderson, Director of Planning and Development  
Jay Magus, Acting Director of Transportation  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities

TRANS CL – Complete Streets Design and Policy Guide



# COMPLETE STREETS DESIGN AND POLICY GUIDE



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



# Table of Contents

PART 1: INTRODUCTION .....	1	PART 5: TOOLKIT FOR COMPLETE STREET DESIGN .....	37
1.1 How will the Guide be Used?.....	4	5.1 Sidewalks .....	39
1.2 How Will Complete Street Treatments be Implemented?.....	4	5.1.1 Sidewalk Areas .....	39
PART 2: VISION FOR A COMPLETE STREET .....	5	5.1.2 Other Sidewalk Treatments .....	44
2.1 What a Complete Street Is.....	6	5.2 Streets.....	51
2.2 What a Complete Street Is Not .....	7	5.2.1 Bicycle Facilities .....	52
2.3 What Can Be Achieved?.....	9	5.2.2 Transit .....	58
PART 3: CONTEXT .....	11	5.2.3 Alternative Curbside Treatments .....	62
3.1 What Exists Today .....	13	5.2.4 Calming Treatments for Urban Streets.....	65
3.2 Future Street Context.....	15	5.3 Intersections.....	69
3.3 Putting It All Together .....	19	5.3.1 Pedestrian Treatments for Urban Street Intersections .....	69
PART 4: COMPLETE STREET TYPOLOGIES.....	21	5.3.2 Bicycle Facilities at Intersections.....	75
		5.3.3 Transit Accommodation at Intersections .....	79
		PART 6: OPPORTUNITIES FOR IMPLEMENTATION .....	85

# Table of Figures

Figure 1 - 'Incomplete' Street Example (22nd Street) .....	2	Figure 35 - Industrial Streets .....	43
Figure 2 - Policy and Design Guide Outline .....	3	Figure 36 - Seating .....	45
Figure 3 - Complete Streets Process Diagram .....	12	Figure 37 - Bicycle Parking .....	46
Figure 4 - Typical Local Area Plan .....	13	Figure 38 - Continuous, Level Sidewalks Across Driveways .....	47
Figure 5 - Existing Street Classifications .....	13	Figure 39 - Bus Stop/Shelter .....	48
Figure 6 - Pick Up and Delivery Vehicle Routes .....	14	Figure 40 - Sidewalk Cafes .....	49
Figure 7 - Future Growth Areas .....	15	Figure 41 - Plazas .....	50
Figure 8 - Corridor Growth Priorities .....	16	Figure 42 - Multi-Use Pathways .....	53
Figure 9 - Transit Plan .....	16	Figure 43 - Protected Bicycle Lanes .....	54
Figure 10 - All Ages and Abilities Bicycle Network .....	17	Figure 44 - Bicycle Lanes (Optional Buffer) .....	55
Figure 11 - Sidewalk Gaps on Major Roadways .....	18	Figure 45 - Bicycle Boulevards .....	56
Figure 12 - Street Context Inputs .....	19	Figure 46 - Shared Use Lanes .....	57
Figure 13 - Recommended Complete Street Typologies .....	22	Figure 47 - Curb Bus Lanes .....	59
Figure 14 - Principle Features for Each Street Typology .....	23	Figure 48 - Side Bus Lanes .....	60
Figure 15 - Freeway & Expressway Typology Example .....	24	Figure 49 - Centre Bus Lane .....	61
Figure 16 - Limited Access Arterial Example .....	25	Figure 50 - Accessible On-Street Parking .....	63
Figure 17 - City Arterial Example .....	26	Figure 51 - On-Street Bicycle Parking .....	64
Figure 18 - Community Arterial Example .....	27	Figure 52 - Desired Lane Width .....	66
Figure 19 - Suburban Arterial Example .....	28	Figure 53 - Mid-Block Narrowing .....	67
Figure 20 - Urban Main Street Example .....	29	Figure 54 - Mid-Block Centre Median Islands .....	68
Figure 21 - Downtown Commercial Street Example .....	30	Figure 55 - Curb Radii (Detail) .....	70
Figure 22 - Parkways Example .....	31	Figure 56 - Curb Radii .....	70
Figure 23 - Neighbourhood Connector Example .....	32	Figure 57 - Centre Median Crossing Islands .....	71
Figure 24 - Local Street Example .....	33	Figure 58 - Curb Extension & Ramps .....	72
Figure 25 - Industrial Street Example .....	34	Figure 59 - Standard & Enhanced Crosswalks .....	73
Figure 26 - Shared Street Example .....	35	Figure 60 - Bicycle Lanes at Intersections .....	76
Figure 27 - Potential Street Typologies .....	36	Figure 61 - Bike Boxes .....	77
Figure 28 - Essential Complete Street Treatments .....	38	Figure 62 - Protected Bicycle Lanes at Intersections .....	78
Figure 29 - Sidewalk Areas .....	39	Figure 63 - Bus Stop Locations .....	80
Figure 30 - Limited Access Arterial Streets .....	40	Figure 64 - Transit Priority at Intersections .....	81
Figure 31 - City & Suburban Centre Arterial Streets .....	41	Figure 65 - Bus Bulbs .....	82
Figure 32 - Community Arterial Streets .....	41	Figure 66 - Fare Paid Zones .....	83
Figure 33 - Downtown Commercial/Urban Main Streets .....	42		
Figure 34 - Neighbourhood Connectors & Local Streets .....	42		

# PART 1: Introduction



For several decades, street corridors in many cities have been designed, managed and maintained in an increasingly auto-centric way. Some major roadways can have six or more wide travel lanes. Intersections are typically wider than travel lanes, with turn lanes and signal timing plans designed to minimize delays to vehicles. Public expectations have evolved to assume that roadways be designed and managed to limit congestion for vehicles. In other words, society has come to expect that city streets will be designed, operated and maintained in a way that supports safe and efficient movement of vehicles as their primary function.

Inadvertently, urban streets in many communities have now become barriers to healthy and balanced urban places, as illustrated in **Figure 1** below. Wide streets designed for vehicles often lack safe, comfortable walking and bicycling experiences, as travel speeds tend to increase on wider streets, with limited space

and priority given to people of varying levels of mobility and confidence. These barriers also extend to transit; as driving is made more convenient, transit ridership is reduced, and increased levels of service less justifiable. On congested roadways, transit is often stuck in the same ‘bottlenecks’ as those driving personal vehicles, ultimately discouraging sustainable modes and encouraging driving.

**Figure 1** shows a functioning street for its intended user, the motorist. This method of design will not be sustainable moving forward as the diversity of road users increases on streets. The challenge will be making the transition of cities from an auto-oriented street design to a complete street model that incorporates all the design factors that influence a street corridor.



**Figure 1 - ‘Incomplete’ Street Example (22nd Street)**

The challenges of traditional urban roadway design also affect the land uses that surround them. With auto-oriented development patterns, urban streets are less likely to be places where people will want to live, work or play. Major streets are often unaccommodating and become barriers to residential land uses. Retail and office developments are typically set back from the street, separated from the adjacent street by large parking areas. In turn, uses permitted in these areas tend to be lower density, with high parking requirements and design standards that ultimately promote driving.

A “Complete Streets” model is one of many strategies changing how cities are being planned and designed. In existing urban areas, guidelines for complete streets can help to encourage and support infill and densification on major roads, and balance accommodation for all modes of travel within the public right-of-way. For newer growth areas, the guidelines can be used to shape the City’s street design standards, which may incorporate many of the principles and tools in the **Complete Street Design and Policy Guide (the Guide)**.

With this in mind, complete streets imply more than just physical changes to a community’s streets. The implementation of a complete streets model must extend across planning, design, maintenance and funding for land use and transportation projects. A guide for complete streets can be achieved through clear policies and guidelines that influence land use and transportation plans, as well as include street design standards that will influence new and retrofit projects.

**The Guide** will direct planners and engineers to work collaboratively with the community and developers to consistently design the public right-of-way and ensure land uses are integrated, contributing to a people-oriented street environment that works for everyone.

**The Guide** is divided into six parts as follows:

Part 1	Introduction
Part 2	Vision for a Complete Street
Part 3	Context
Part 4	Complete Street Typologies
Part 5	Toolkit for Complete Street Design
Part 6	Opportunities for Implementation

Figure 2 - Policy and Design Guide Outline



## 1.1 How will the Guide be Used?

**The Guide** provides an updated way of looking at street design in Saskatoon, considering aspirations for both land uses and roadway planning, and intentionally connecting them through the selection of appropriate street treatments.

Planners and designers can apply necessary treatments to address street functions rather than simply service traffic patterns and needs. Moving away from standard templates, **the Guide** provides a customizable design tool for achieving the many goals of an individual street section.

The most impactful application for **the Guide** is on the existing street system. Individual treatments that are critical to creating a complete street can be implemented in Saskatoon over time as opportunities arise through redevelopment projects.

The current standard for street design in new neighbourhoods needs to be revised. **The Guide** will provide the justification, means, and information needed to effect change on the City's expanding street network.

**The Guide** is also meant to be an accessible resource for City staff, City Council and the residents of Saskatoon. **The Guide** will be a source of consistent information, using a common language that may be used by planners, designers and citizens to work collaboratively on design options for neighbourhoods and major streets throughout the City.

Complete street treatments may be developed through public engagement sessions to highlight what's possible and discuss treatments options and outcomes with the community. Designers can then use these discussions to create drawing standards for each treatment style to ensure safety and reliability of City Streets.

## 1.2 How Will Complete Street Treatments be Implemented?

The City's **Design and Development Standards Manual (the Manual)** provides the process and design information for streets and other utilities required for new subdivision development, as well as infill areas. **The Guide** can be used to update **the Manual** with design treatments that may be used in new areas of the City.

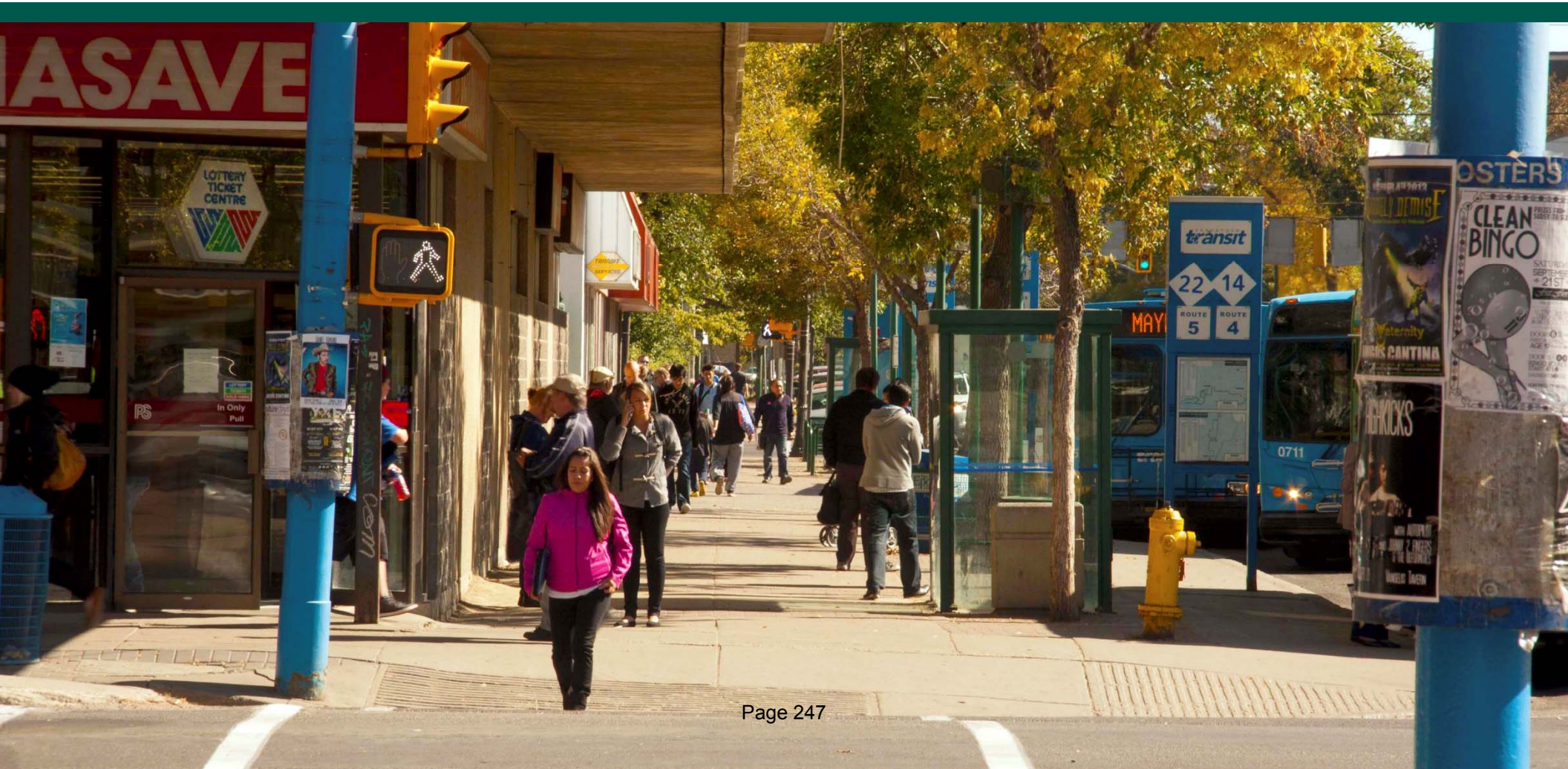
However, a more immediate need of **the Guide** is to retrofit existing streets. This need stems from the **Growth Plan to Half a Million (Growth Plan)**, in which many of Saskatoon's streets and land uses are being transformed to support sustainable growth patterns and to reshape how people move around the community.

The complete street treatments contained in **the Guide** will be most effective for transforming the established areas of the City through ongoing initiatives such as:

- Existing road improvements to entire sections or localized changes to intersections;
- Road and sidewalk rehabilitation projects, providing opportunities to reallocate street space;
- Street operations and maintenance programs to better support specific travel modes, as well as mobility needs for all ages and abilities throughout the year and across the network; and;
- Infill or redevelopment projects in neighbourhoods and along major streets incorporated through to the roadway.

The City can use **the Guide** to work with residents on these and other initiatives to achieve a complete streets model in the most critical areas as identified in the **Growth Plan**.

## PART 2: Vision for a Complete Street



Bicycle lanes, walkability, vulnerable user safety, and traffic volumes are all topics that are being discussed increasingly by the public, politicians and municipal staff in Saskatoon. These topics all make up components of a connected city and when consideration is given to each of them, the result is a complete street.

Complete streets provide safe connections for users of all ages, abilities, and modes of travel where design is centered on the context of the street corridor.

This section of **the Guide** outlines what a complete street 'is' and 'is not' as well as what success would look like in Saskatoon.

## 2.1 What a Complete Street Is

Complete Streets are streets designed to address the context of the street while providing safe access for all intended users. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities must be able to safely move along and across a complete street. In support of the land uses they serve, complete streets help build strong, livable and vibrant communities.

Complete streets are unique, and so are the guides for each community. For Saskatoon, complete streets are designed to:

- ✓ **Enhance safety for all modes.** Appropriate facilities designed as separated or shared spaces enhance safety and comfort for everyone. For vulnerable users such as pedestrians and bicyclists, addressing perceived and real safety concerns will serve to not only reduce serious collisions, but will ultimately increase usage of these sustainable modes.



- ✓ **Expand transportation choice.** Visibility of attractive and comfortable pedestrian, bicycling and transit facilities will serve to create greater awareness of the transportation options available in Saskatoon. In turn, increased use of these facilities will motivate people to consider opportunities that can contribute toward personal and community goals.
- ✓ **Support universal accessibility.** At any point of a journey, everyone is a pedestrian. As such, the design of sidewalks, crossings and connections with private properties can create barriers for people with physical and/or cognitive disabilities. Universal accessibility is essential not only to support individuals with mobility challenges, but also to make public spaces comfortable for everyone.



- ✓ **Enhance connection to community.** Complete streets are complementary to the surrounding land uses. They provide space for people to move around, within, and between communities, as well as places for people to live, work, shop and play. They can also support the development and creation of a vibrant public realm, extending businesses into the street space with patios, parklets or simply with better access.
- ✓ **Develop a sense of place.** Ultimately, most community streets should be comfortable and desirable places for people. Rather than simply transport people, complete streets should be designed as comfortable and desirable public places for community to gather.

## 2.2 What a Complete Street Is Not

In addition to knowing what a complete street is, it is equally important to acknowledge what a complete street is not. This will ultimately assist in shaping **the Guide** and support discussions with the public, City Council and staff. For Saskatoon, complete streets are:

- ✗ **Not focused solely on the automobile.** While there remains the need for some streets to serve the primary function of moving large volumes of traffic – such as on-ramps to highways – there are often other functions of a street that must be considered in the design and configuration of the network. Where vulnerable users, such as pedestrians and bicyclists are present, the street design should provide safe and comfortable facilities to enhance safety for all road users.



- ✘ **Not a ‘one-size-fits-all’ solution.** In every community, the public right-of-way for streets is often limited and even constrained. In other words, it is unlikely that the needs of all modes can be accommodated on one street. Although streets can be designed to share space in many instances, a network of varying streets types is often required to comfortably accommodate the individual needs of each mode. A grid system promotes a network approach where some streets may serve cars, transit and pedestrians effectively while parallel streets may prioritize pedestrians and bicyclists and serve lower volumes of traffic.



- ✘ **Not necessarily a prescriptive design.** In most built areas of Saskatoon, the available space and uses for the existing street network are already established. Rather than look for an off-the-shelf solution or design standard, complete streets are typically created by understanding the constraints and opportunities to yield unique solutions suited to context and based on guidelines or a toolkit of best practices.
- ✘ **Not an ‘all or nothing’ proposition.** Building new streets and retrofitting existing ones can be expensive. Beyond the obvious surface works, underground and above-ground utilities and property can dramatically increase the cost for even the smallest road projects. Rather than commit to the full implementation of retrofit projects, a phased approach toward implementing a complete street will enable the more critical matters to be dealt with in the short-term and other features to be added over time as resources become available. In this regard, complete streets may be achieved in stages, particularly when managing funding to transform existing roadways. It is important that the community understand that a phased implementation is possible or likely depending on the individual project. Phasing a project can also help create early community support, allowing users to experience the change as a low-cost trial before making a full investment in the ultimate solution.

## 2.3 What Can Be Achieved?

Saskatoon's **Growth Plan** requires more choices for getting around the community, sustainable land uses, as well as creating livable and vibrant communities. The City seeks to enact policies and objectives for building and retrofitting safe, economically productive, cost-effective, and active street space. A flexible **Guide** will provide a blueprint for designing, building (retrofitting), operating, and maintaining complete streets. This approach also creates longevity, adaptability, and allows for effective implementation in order to achieve the vision for complete streets.

### The Vision

“Saskatoon will plan, design, operate and maintain existing and new streets to effectively support movement of people of all ages and levels of mobility by: providing appropriate facilities that support pedestrians, bicyclists, transit vehicles as well as motor vehicles; and integrating the street environment with existing and future land uses.”

In support of the vision, a complete streets approach for Saskatoon seeks to develop a transportation network that will better serve and support sustainable growth through all seasons.

### **Principle 1: Serve and support existing and planned land use and built form context.**

Streets in Saskatoon will be designed to create active environments that support surrounding land use patterns and accommodate the built form of the sites. Additionally, land use patterns along many corridors will be better integrated with the street system supporting an active pedestrian environment and providing attractive connections with other modes.

### **Principle 2: Encourage people to travel by walking, bicycling and transit.**

Even where automobiles and heavy vehicles are significant, steps will be taken to ensure that accessible and attractive pedestrian, bicycle and transit facilities and treatments are provided along key corridors.

### **Principle 3: Provide transportation options for people of all ages and abilities through universal design.**

The transportation system will be designed to support the needs of all segments of the population including children, youth, seniors, and those with mobility challenges.

### **Principle 4: Enhance the safety and security of urban streets.**

The safety and security of all street users, especially the most vulnerable people (children, the elderly, and those with mobility challenges) and modes (pedestrians and bicyclists), will be integral to the design of every street.

**Principle 5: Create a network of streets that offers mobility options for all users.**

A dense network of local, collector and arterial streets will provide attractive facilities that support walking, bicycling, transit, vehicles and goods movement. In urban areas of the City, a grid system of streets will provide options to prioritize and allocate shared or dedicated space for each user group throughout the network as opposed to all on one street.

**Principle 6: Provide opportunities for improved health and recreation to people in the community.**

Complete streets not only contribute to the quality of life within a community, they are necessary to improve personal health. From sidewalks and bicycle lanes to accessible bus shelters, complete streets can improve pedestrian safety while reducing congestion and emissions. Complete streets encourage people to walk and bike for short trips, and support social interactions within the street that will strengthen the sense of community. By improving travel safety, complete streets have a positive effect on the health of both the community and the people living in it. Increased walking and bicycling lowers the risk of obesity and the host of health problems that come with it.

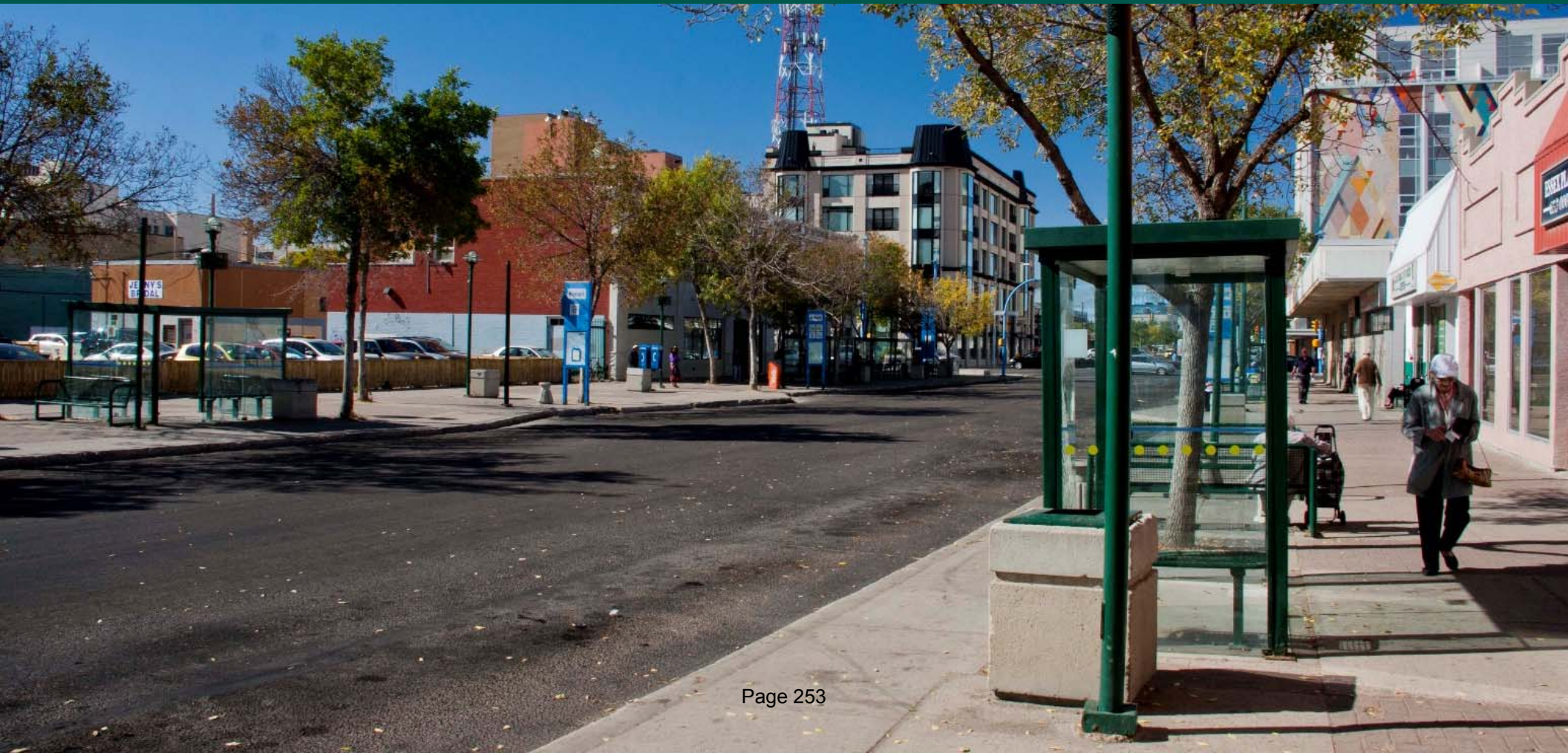
**Principle 7: Promote the economic well-being of both businesses and residents.**

Complete streets will be designed to encourage street activity by creating a place for people to socialize, deepening a sense of community. An urban street redevelopment project is a proven method for revitalizing an area and attracting new development. In turn, complete streets can boost the economic value for businesses and can increase property values for both business owners and residents, who are generally willing to pay more to live in walkable communities.

**Principle 8: Create public space within the street corridor.**

Complete streets can provide a space where people feel comfortable to congregate and, in some cases, form an extension of other public-oriented spaces.

# PART 3: Context



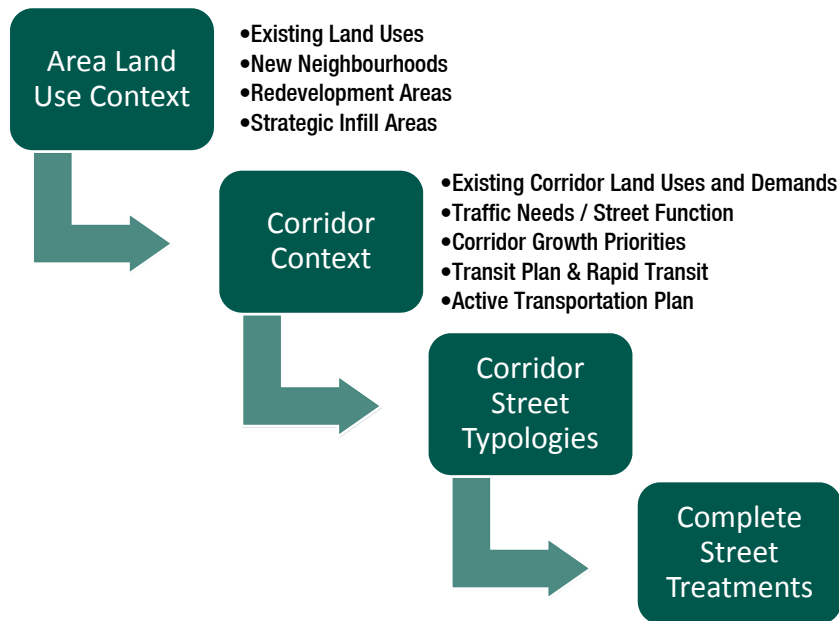
Community context is one of the most central, yet frequently overlooked, parameters in designing streets. Through implementation of **the Guide**, the City aims to ensure that the context of adjacent communities and future land uses are first understood, and then incorporated in the street design process, impacting the desired character of the public realm.

The context for complete streets in the long-term begins with what currently exists combined with the City’s current plans for communities that may include new suburban neighbourhoods, redevelopment areas and neighbourhood infill. The context also includes consideration of both area and corridor specific development plans that will shape aspirations for specific streets. Both area and corridor specific context may be used to define the functions that streets should serve and support – or typologies. The street typologies in turn provide guidance on priorities for each travel mode and subsequently shape the selection of complete street treatments.

Today, Saskatoon’s streets have been designed to support the growing needs for automobiles and heavy vehicles, particularly on major roadways. This approach has in turn affected how new and existing roadways are being designed, operated and maintained.

As a basis to consider streets differently, the City must not only incorporate complete street treatments, but also change how streets are planned and designed based on their ‘context’. A more holistic approach will shift the current emphasis away from traditional thinking of streets as a ‘utility’ within the community, aiming to advance priorities for transit, pedestrian and bicycle facilities. This is essential to advance aspirations for sustainable growth and mobility as presented in the **Growth Plan**.

This section of **the Guide** is intended to position ‘context’ as the foundational element of the City’s street design process moving forward.



**Figure 3 - Complete Streets Process Diagram**

### 3.1 What Exists Today

The City of Saskatoon is committed to realizing an increasingly sustainable community, with an enhanced quality of life consistent with the vision and core strategies of the City’s Strategic Plan. Over time, the built form of the community has been shaped by a variety of sector plans, neighbourhood concept plans and local areas plans (Figure 4). In determining the context for complete streets, there is much that can be derived from the land uses, built form and transportation networks that exist today.

#### NUTANA LOCAL AREA PLAN BROADWAY AREA MIXED USE



Figure 4 - Typical Local Area Plan

Consistent with many communities across North America, Saskatoon uses a conventional hierarchy of roadway classifications to design and operate streets. Freeways and expressways are designed to carry significant amounts of passenger cars and trucks across the City at higher speeds and do not generally support walking, bicycling or transit. Major and minor arterials accommodate large volumes of traffic between neighbourhoods with remaining space allocated to accommodate walking and bicycling. Collectors and local streets facilitate all modes of travel to, from and within neighbourhoods. Figure 5 illustrates the existing roadway classification system in Saskatoon.

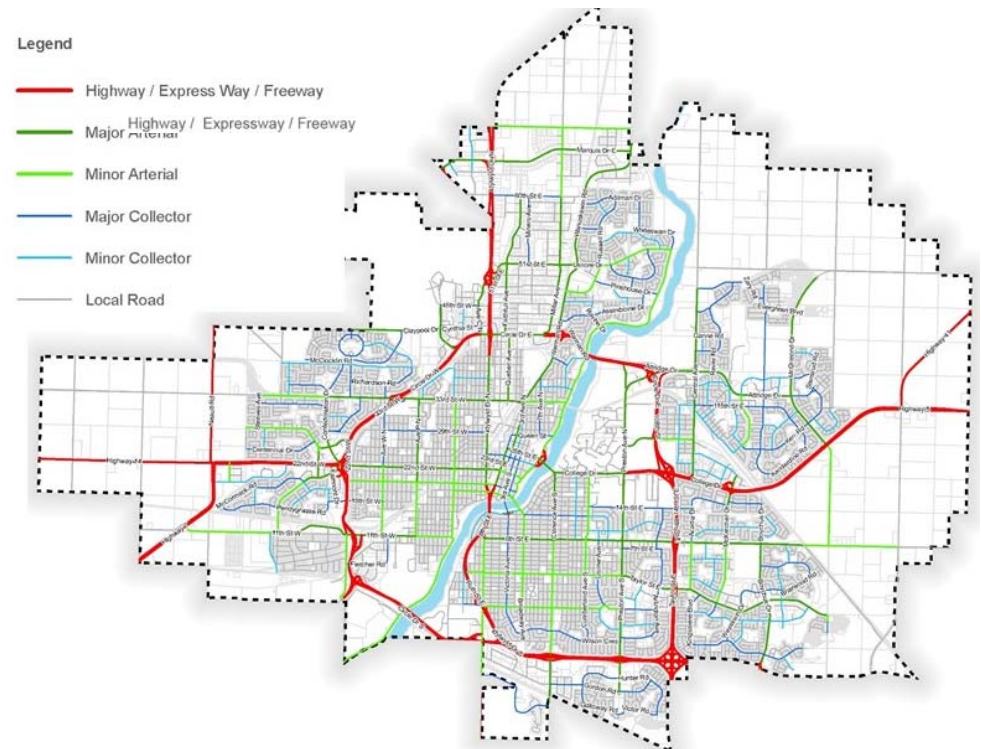
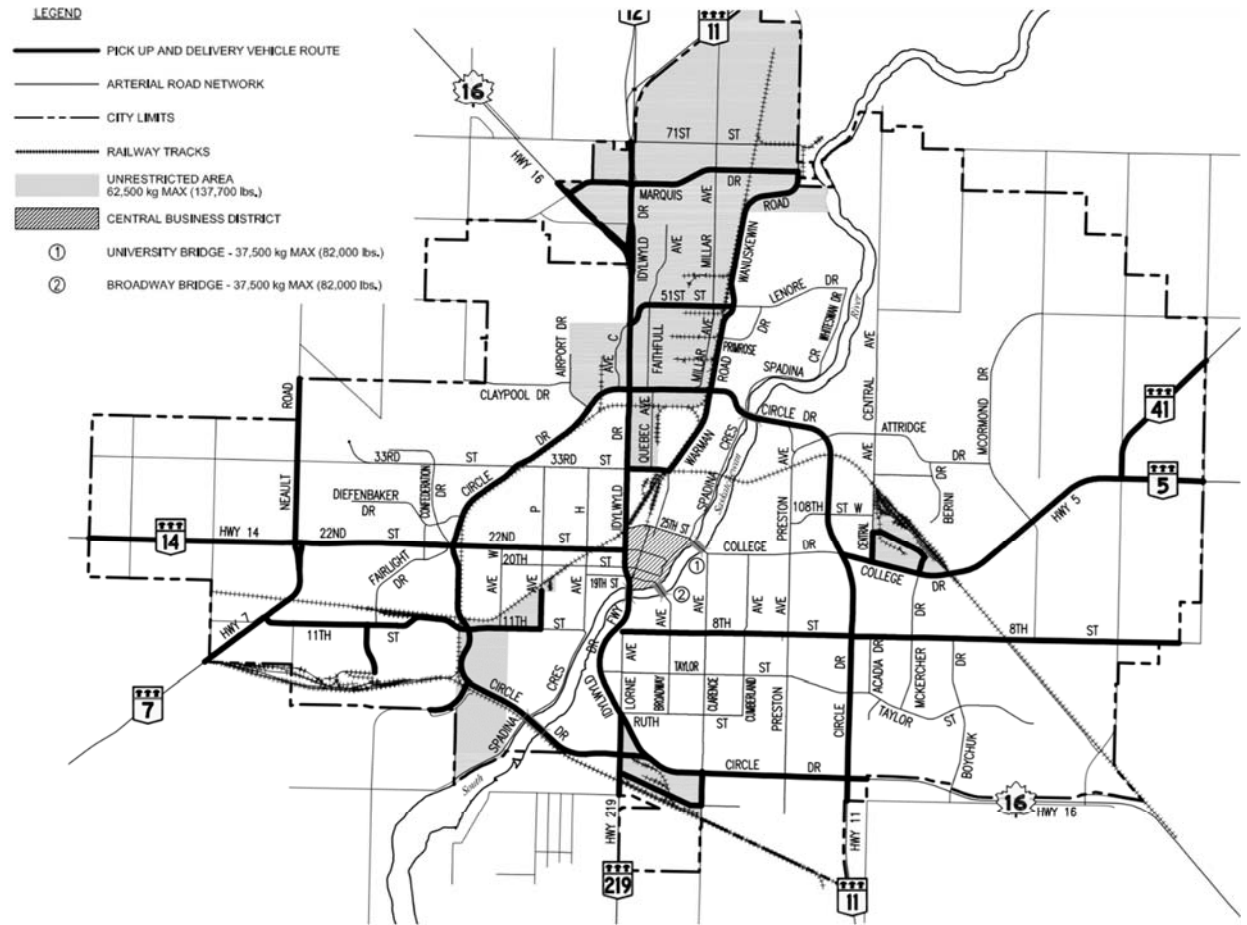


Figure 5 - Existing Street Classifications

Since most streets in Saskatoon have been classified based on their vehicle serving functions – such as daily traffic volumes and patterns – design decisions are meant to accommodate the largest vehicles and highest traffic volumes. For example, the expressways and major arterials in Saskatoon typically carry four to six lanes of traffic at higher speeds with wide travel lanes. Parking is restricted in favour of long-term mobility and safety for traffic. Provisions for walking, bicycling and transit have traditionally not been integral to the design and are at best given secondary consideration in capital projects for new and existing roadways. However, the City’s existing pedestrian, bicycling and transit facilities can inform the context of specific streets. The land uses that surround the corridor are considered as impacts on the roadway network rather than integral to the street design and treatments.

The safe and efficient movement of goods within and through the City is essential to economic development and the competitiveness of businesses within Saskatoon and the Region. The City’s major goods movements routes (**Figure 6**) are another key parameter to be considered in shaping needs considerations within the broader aspirations and context for major roads.

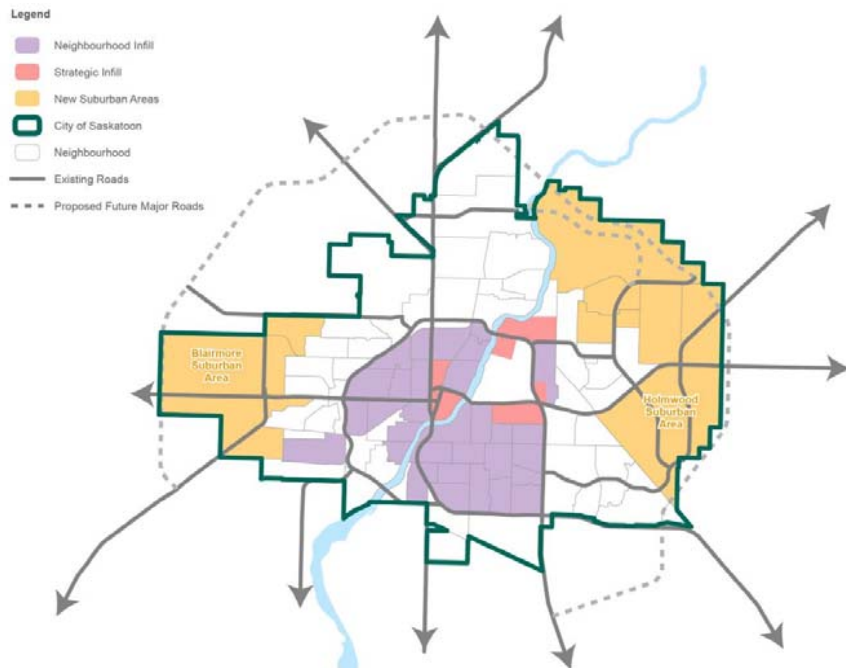


**Figure 6 - Pick Up and Delivery Vehicle Routes**



## 3.2 Future Street Context

The City has several clear and robust plans that will serve to shape area growth toward a population of half a million people within the existing municipal boundaries. In addition to the plans for new neighbourhoods in Blairmore, University Heights and Holmwood, the City has identified strategic infill areas for downtown, north downtown and the University of Saskatchewan where more compact, mixed-use growth is planned. The City has also developed an infill strategy to accommodate growth within established residential neighbourhoods where a higher mixture of uses is envisioned, and where major streets transition from barriers to becoming an integral part of the surrounding areas as shown in **Figure 7**.



**Figure 7 - Future Growth Areas**

The context for complete streets is to be drawn out of these plans. In many areas, major roadways are preserved to support mobility for vehicle travel with enhanced accommodations for walking and bicycling. In the urban centres of neighbourhoods and strategic growth areas, major roadways are an integral part of the planned community and must be designed to enable movement to thriving neighbourhoods. Increasingly, major roadways through these areas must support broader mobility needs that prioritize pedestrians, bicyclists and transit.

The more immediate contexts when considering complete street treatments are aspirations for corridor land uses and mobility. The **Growth Plan** provides further direction for more sustainable growth adjacent to major corridors across the City, as well as aspirations for walking, bicycling and transit mobility. The **Growth Plan** identifies aspirations for mobility along several corridors across the City in terms of accommodating transit, walking and bicycle facilities. To determine the context of the street in the design process, the following key features of the **Growth Plan** need to be considered:

**a. Corridor Growth:** This must be designed to advance the City’s commitment toward sustainable growth and provide more vibrant places that bring communities together (**Figure 8**). The high and moderate priority growth corridors rely on streets that support a vibrant and integrated environment with land uses that provide for users of all modes. If street design does not respond to the context, many of these major corridors will remain auto-centric and unwelcoming to sustainable forms of redevelopment and travel.

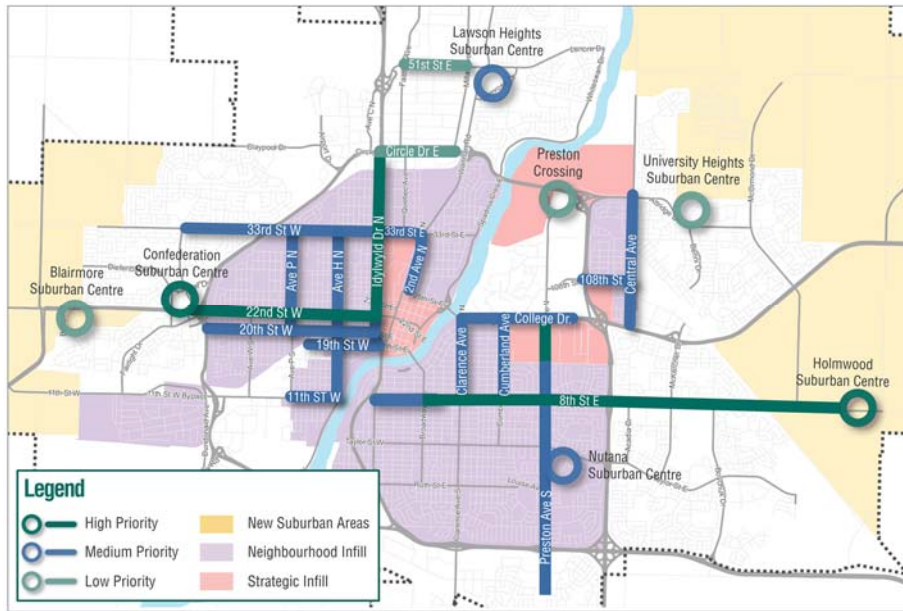


Figure 8 - Corridor Growth Priorities

**b. Bus Rapid Transit (BRT) and Frequent Transit Corridors:** Defined within the Transit Plan (**Figure 9**), they form the spine of the transit system and provide transportation choices for people travelling across the City. For the BRT plan to be successful, these corridors must be surrounded by transit-oriented land uses as envisioned in the **Growth Plan**. The corridors themselves must be comfortable and accessible for transit passengers as well as pedestrians, with attractive connections to the bicycle network.

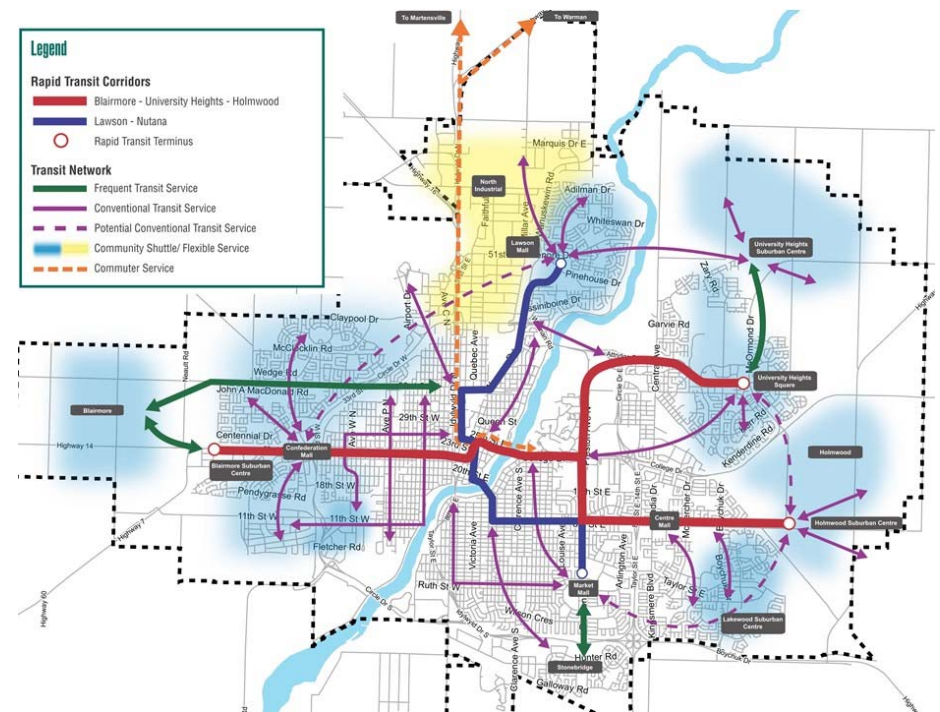
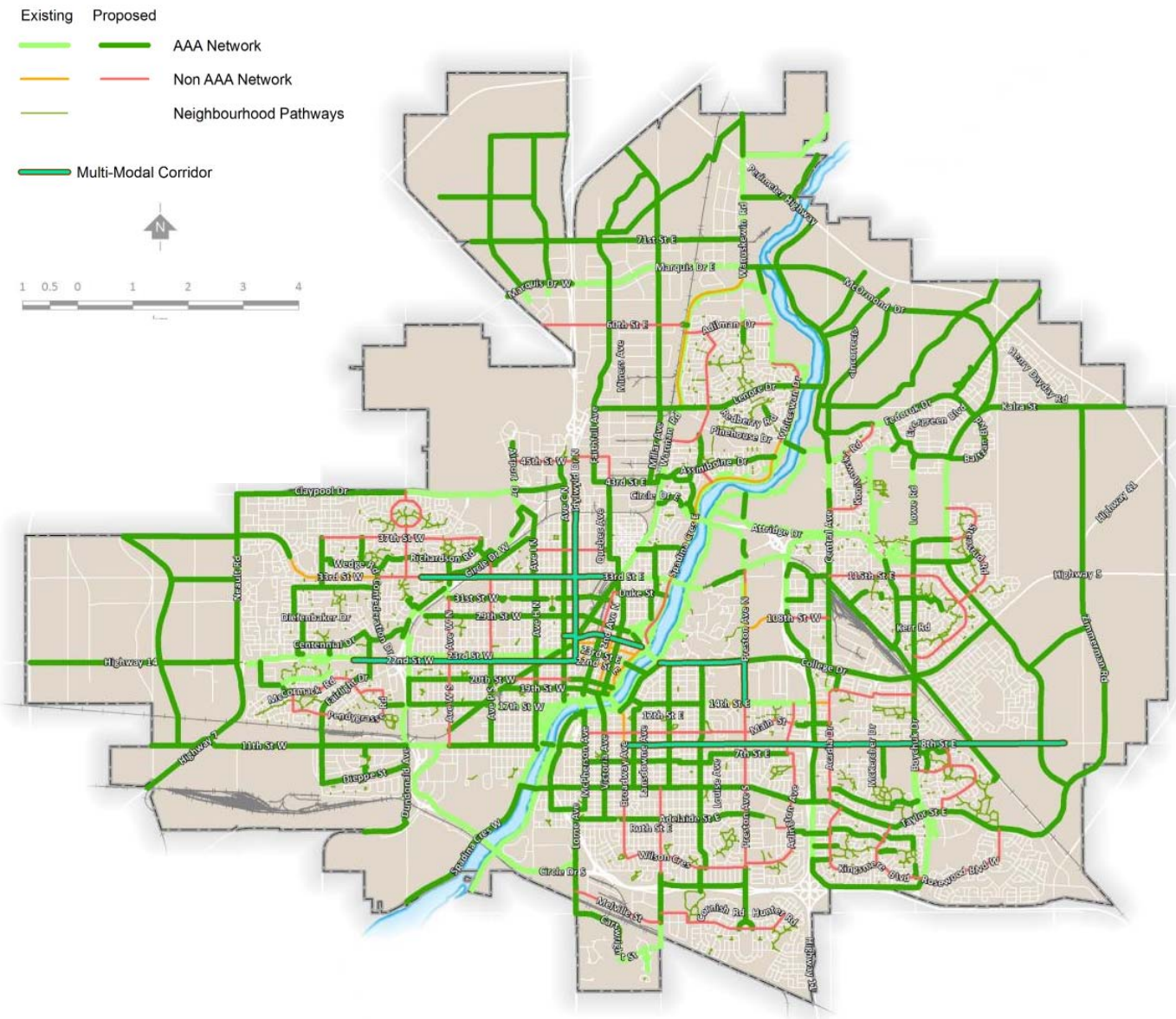


Figure 9 - Transit Plan

**c. Active Transportation Corridors:** To achieve many aspects of the **Growth Plan**, active transportation corridors are integral to success. The **Active Transportation Plan (AT Plan)** promotes walking and bicycling with a comprehensive plan of bicycle and pedestrian facilities across the City. An “All Ages and Abilities” (AAA) bicycle network supports bicycle facilities that are comfortable and attractive for all users and is identified in **(Figure 10)**.

Recognizing that everyone is a pedestrian for all or part of each trip they take (regardless of mode), the **AT Plan** also identifies sidewalk gaps on major roadways across the City as they exist today **(Figure 11)**. Higher vehicle volumes combined with speeds along these roadways – many of which include transit – create barriers to walking, particularly for more vulnerable persons like children, youth, seniors and people with physical and cognitive disabilities. More detailed maps can be found in the **AT Plan**.



**Figure 10 - All Ages and Abilities Bicycle Network**

- Recommended Sidewalks - Major Roads
    - 2 Sidewalks Recommended
    - 1 Sidewalk Recommended
  - Proposed Multi-Use Pathway Network
    - Multi-Use Pathway
    - Proposed Multi-Use Pathway
- Hospitals
  - Library
  - Campground
  - Community Recreation
  - Park
  - School Sites
  - Commercial Districts
  - Institutional Districts



Figure 11 - Sidewalk Gaps on Major Roadways

### 3.3 Putting It All Together

As noted above, setting the context for a specific street or corridor is a process that starts with understanding the existing land uses and street classifications as well as the existing road, transit, bicycle and pedestrian networks – this is where the City is at today. Similarly, the process must also incorporate the City’s plans to accommodate future growth and to evolve the transit, bicycle and pedestrian networks – this is where the City is going.

Putting it all together, the process of setting the context of the street involves the consideration of many different plans and technical inputs (**Figure 12**). In this way, the context of the street inherently places priority on the various land uses that are being served by the street as well as the travel modes that are required to make the street successful. The various combinations of land use and travel mode priority for the City’s streets are defined through a suite of street typologies and are described further in **Section 4**.

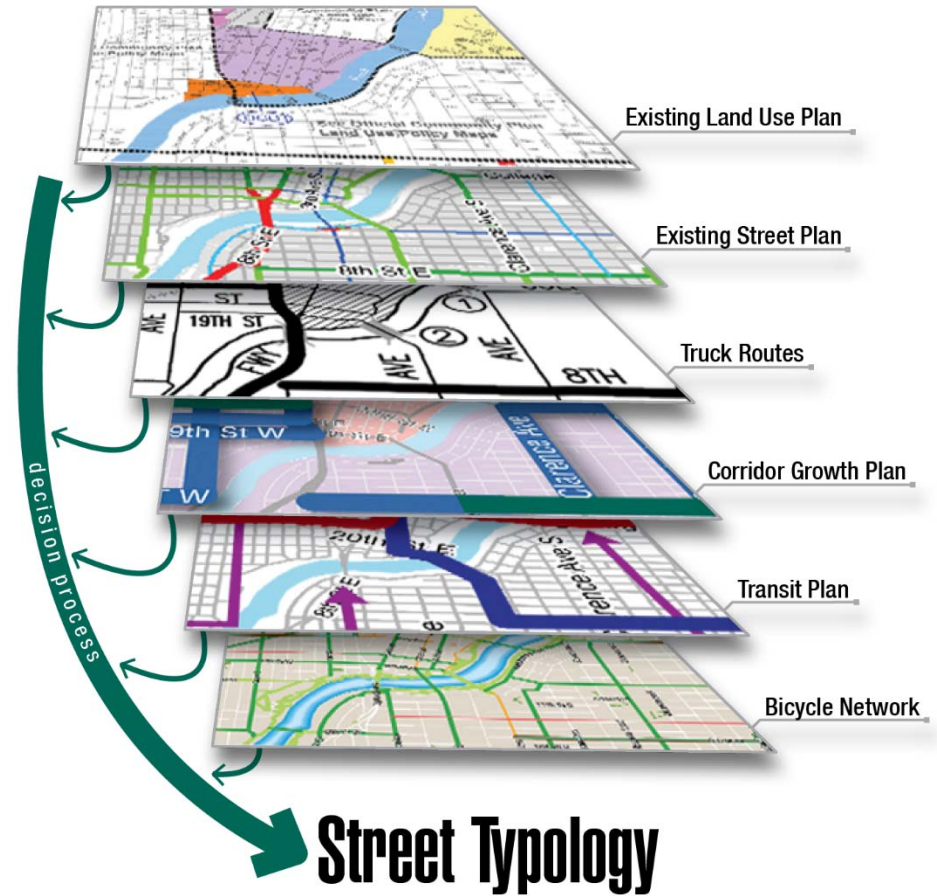
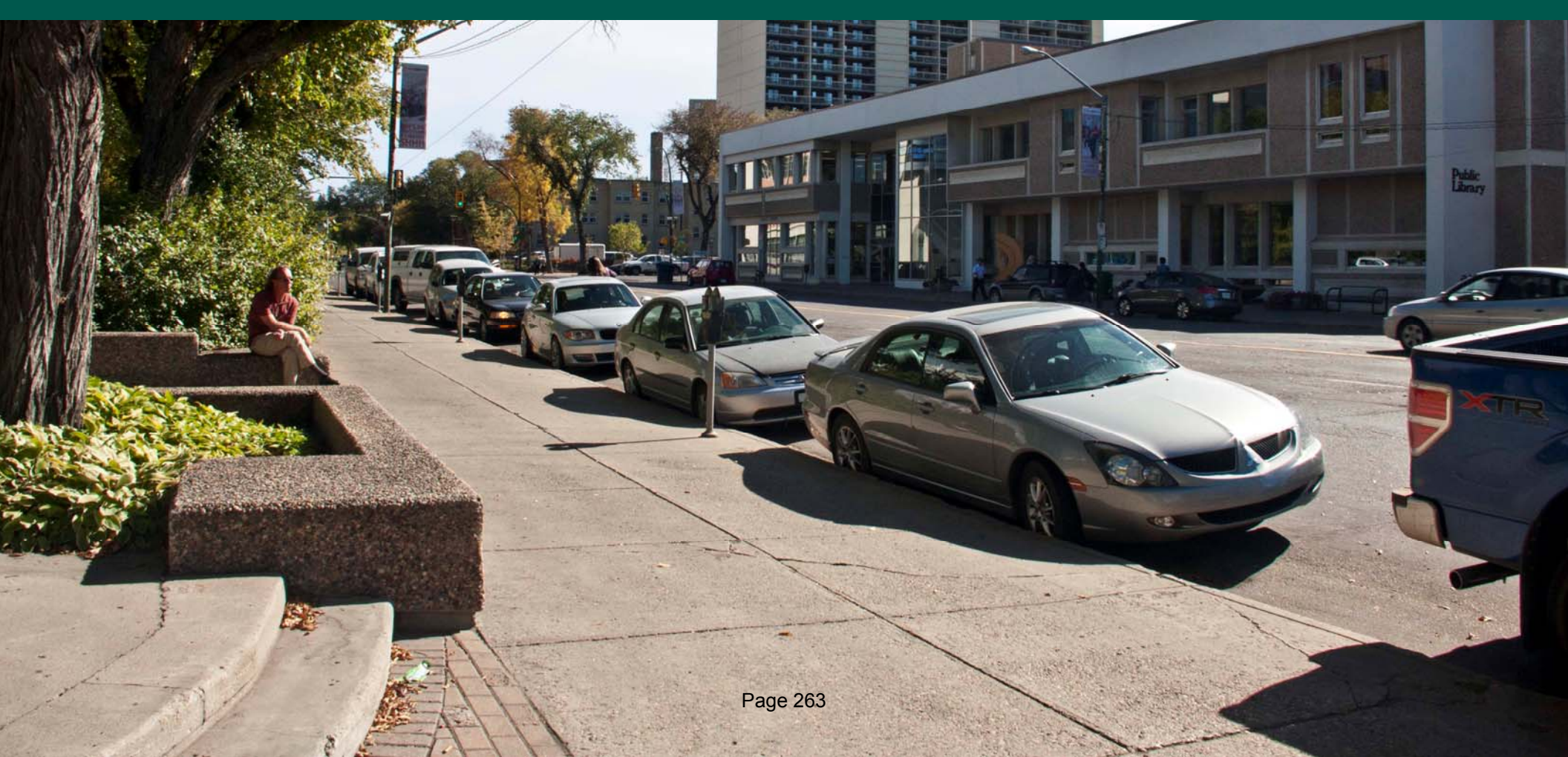


Figure 12 - Street Context Inputs

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# PART 4: Complete Street Typologies

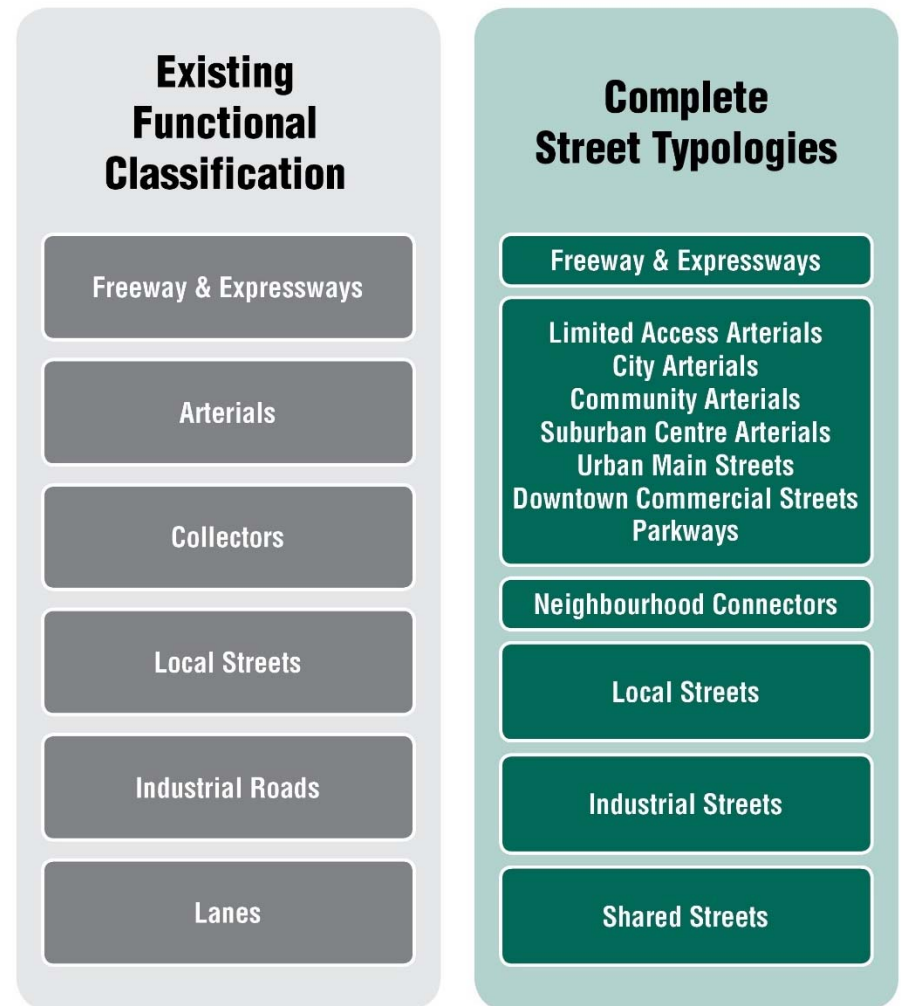


Strengthening the connection between street designs, land use character, and their multi-modal functions is important to the success of this complete streets initiative. To bolster this, the City may consider a new typology of streets that goes beyond the traditional street classifications. Unlike the existing street classification system, these street typologies capture the differing land uses and multi-modal conditions and expectations that exist along many major corridors.

As land use character and transportation functions of most major corridors vary from one end to the other, so too should the design and operation of the street. Much like an urban main street, sections of 22<sup>nd</sup> Street inside Circle Drive are expected to support a greater scale, density and mixture of land uses along with BRT and a much-improved pedestrian environment. West of Circle Drive, however, 22<sup>nd</sup> Street will continue to be surrounded by lower density suburban land use patterns and accommodate higher volumes of traffic. All elements of the street and land uses that surround them should be designed and operated accordingly.

Rather than alter the existing street classification system, this section of **the Guide** outlines a set of street typologies that may be used to reimagine and rebalance priorities on all new and existing urban roadways in Saskatoon. The street typologies refine and add definition to the generalized existing functional classification system.

The governing features of the complete street typologies being considered for Saskatoon are briefly described in **Figure 13**.



**Figure 13 - Recommended Complete Street Typologies**



When design is centred around the context of the surrounding area, it is important to identify the land uses that are being served and the modal priority that is required for the specific street. In this way, the role or purpose of the street is represented through the typology and the inherent prioritization of travel modes.

Figure 14 highlights the transportation modes and land uses that each street typology prioritizes.

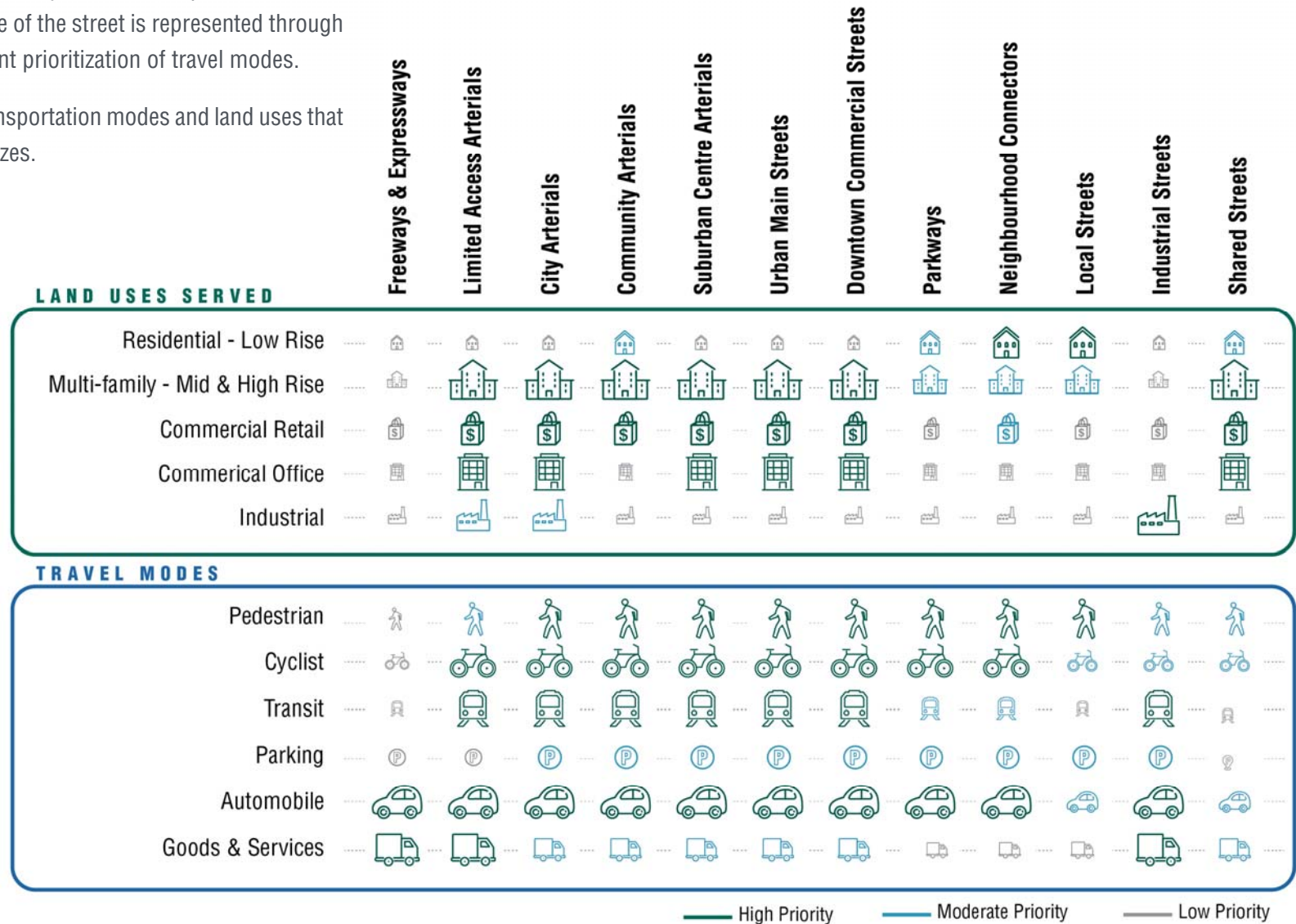


Figure 14 - Principle Features for Each Street Typology

## FREEWAYS AND EXPRESSWAYS

Designed to support large volumes of traffic, freeways and expressways move vehicles to, from and through the city, rather than supporting or integrating with the localized land use patterns that surround them. This is generally achieved with several travel lanes and grade-separated interchanges providing connections to other freeways and expressways, city arterials, and limited access arterials.

They function as a primary route for passenger cars and heavy vehicles, and are essential for the reliable and safe movement of people, goods and services that support the economy of Saskatoon and the surrounding area. These roadways are largely located outside the established urban areas of the city and have large buffers or right-of-ways that separate them from surrounding land uses. As development increases around these areas, the main function of this typology should always be vehicle movement.

### LAND USES SERVED

- Residential - Low Rise ... 
- Multi-family - Mid & High Rise ... 
- Commercial Retail ... 
- Commerical Office ... 
- Industrial ... 

### TRAVEL MODES

- Pedestrian ... 
- Cyclist ... 
- Transit ... 
- Parking ... 
- Automobile ... 
- Goods & Services ... 



Figure 15 - Freeway & Expressway Typology Example

<b>Land Uses</b>	Separated with large buffer areas
<b>Modes of Travel</b>	Passenger cars and heavy vehicles Limited or no access for pedestrians and bicyclists Multi-use pathways for pedestrians and bicyclists
<b>Access</b>	Freeways, Expressways, and City Arterials No access to minor roads or individual properties
<b>Built Form</b>	Developments front away from right-of-way or are set back significantly Sound barriers should be considered adjacent to residential land use
<b>Examples</b>	Idylwyld Freeway south of 19th Street Circle Drive east of the river College Drive east of Preston Avenue

## LIMITED ACCESS ARTERIALS

Limited access arterials are intended to connect the communities of Saskatoon, serving travel across the city, and providing connections to and from freeways and expressways and other major roadways. They serve large volumes of passenger cars and trucks throughout the day. In most cases, these corridors will support rapid transit services and facilities – such as bus only lanes – carrying passengers across the city. Attractive and accessible connections will be required to planned park-and-ride lots and rapid transit stations nearby limited access arterials.

Most limited access arterials will remain separated from the land uses that surround them with buffered areas in the form of greenspace in some suburban and urban areas of the city.

<b>Land Uses</b>	Retail, office, and residential
<b>Modes of Travel</b>	Passenger cars, heavy vehicles, and buses Multi-use pathways or sidewalks and protected bicycle lanes for pedestrians and bicyclists
<b>Access</b>	Community and Suburban Centre Arterials Limited access to individual properties
<b>Built Form</b>	Buffer provided between street and development Building orientation does not prioritize the street
<b>Examples</b>	Preston Avenue north of College Drive 22 <sup>nd</sup> Street west of Circle Drive Attridge Drive

### LAND USES SERVED

Residential - Low Rise ...	
Multi-family - Mid & High Rise ...	
Commercial Retail ...	
Commercial Office ...	
Industrial ...	

### TRAVEL MODES







Pedestrian ...	
Cyclist ...	
Transit ...	
Parking ...	
Automobile ...	
Goods & Services ...	



Figure 16 - Limited Access Arterial Example

## CITY ARTERIALS

Intended to connect communities of Saskatoon, city arterials serve travel between the neighbourhoods and provide connections to and from freeways and expressways, serving large volumes of passenger cars and trucks. In many cases, they will include frequent transit services to local area land uses and travel across the city. In these cases, transit facilities should be accessible and attractive for people of all ages and abilities throughout the year.

Unlike limited access arterials, city arterials will maintain connections to surrounding land uses.

<b>Land Uses</b>	Integrated with mixture of retail, office, and residential
<b>Modes of Travel</b>	Passenger cars and heavy vehicles If transit is present, priority treatments required for stations and stops Multi-use pathways or sidewalks and protected bicycle lanes for pedestrians and bicyclists
<b>Access</b>	Community and Suburban Centre Arterials Access to individual properties to be managed
<b>Built Form</b>	Buildings should be street-oriented Building orientation could back the street but pedestrian linkages would be present
<b>Examples</b>	Idylwyld Drive between 20 <sup>th</sup> and 38 <sup>th</sup> Street 25 <sup>th</sup> Street east of Idylwyld Drive Central Avenue south of Attridge Drive

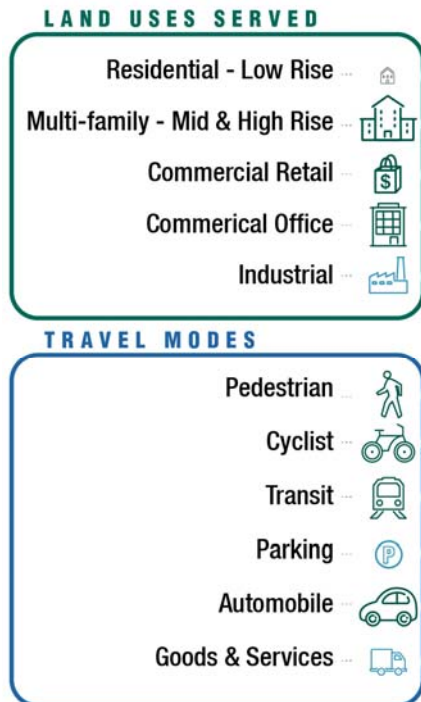


Figure 17 - City Arterial Example

## COMMUNITY ARTERIALS

Community arterials serve travel needs between neighbourhoods in Saskatoon, rather than intra-city travel patterns. This street type is largely surrounded by and supports residential land uses, with small commercial nodes that are designed to serve local community needs.

Community arterials are designed to serve moderate volumes of traffic and support frequent, conventional and neighbourhood transit services. In many cases, these streets also form the spine of the active transportation system in Saskatoon with attractive and accessible pedestrian and bicycle facilities.

<b>Land Uses</b>	Medium to low density residential with commercial nodes
<b>Modes of Travel</b>	<ul style="list-style-type: none"> <li>Passenger cars and transit</li> <li>Dedicated space for pedestrians and bicyclists</li> <li>Bicycle lanes and wide sidewalks</li> <li>Secondary route for delivery vehicles</li> </ul>
<b>Access</b>	Other Arterials, Neighbourhood Connectors and Local Streets
<b>Built Form</b>	<ul style="list-style-type: none"> <li>Direct access to adjacent land uses</li> <li>Residential buildings fronting the street</li> <li>Commercial nodes typically set back from the street with parking in front</li> </ul>
<b>Examples</b>	<ul style="list-style-type: none"> <li>Broadway Avenue south of 8<sup>th</sup> Street</li> <li>Taylor Street</li> <li>Avenues H, P, and W</li> </ul>

### LAND USES SERVED

- Residential - Low Rise ... 
- Multi-family - Mid & High Rise ... 
- Commercial Retail ... 
- Commercial Office ... 
- Industrial ... 

### TRAVEL MODES

- Pedestrian ... 
- Cyclist ... 
- Transit ... 
- Parking ... 
- Automobile ... 
- Goods & Services ... 



Figure 18 - Community Arterial Example

## SUBURBAN CENTRE ARTERIALS

These are intended to support access to, from and within designated suburban centres from all areas of the city. Although most of these streets are generally auto-centric today, they need to provide multi-modal connections within suburban centres for large numbers of people walking, bicycling, driving and using transit. These street types will support frequent, and in some cases rapid, transit services planned for the city where dedicated lanes and unique stations may be integral to the corridor design.

Over time, land uses along suburban centre arterials may be closer to the street, but likely remain buffered by greenspace, sidewalks as well as multi-use pathways.

<b>Land Uses</b>	Surrounded by commercial, retail, and office with medium density residential
<b>Modes of Travel</b>	Passenger cars, frequent or rapid transit with transit priority treatments Dedicated pedestrian and bicycling facilities required
<b>Access</b>	Other Arterials, Neighbourhood Connectors and Local Streets Some access to larger parcels, other access through side streets
<b>Built Form</b>	Buildings located close to street, buffered by and integrated with greenspace and sidewalks
<b>Examples</b>	Primrose Drive Confederation Drive south of Milton Street McEown Avenue

LAND USES SERVED

- Residential - Low Rise ...
- Multi-family - Mid & High Rise ...
- Commercial Retail ...
- Commerical Office ...
- Industrial ...

TRAVEL MODES

- Pedestrian ...
- Cyclist ...
- Transit ...
- Parking ...
- Automobile ...
- Goods & Services ...



Figure 19 - Suburban Arterial Example

## URBAN MAIN STREETS

Urban main streets will serve as the nucleus of local neighbourhoods and economies, providing residents with daily essentials that include businesses and services of all varieties. These streets are required to bring communities together, rather than function as barriers within them, therefore they need to support a vibrant public realm with street facing land uses.

Urban main streets may be of varying length and designed to prioritize walking, bicycling, transit, and in some cases, will accommodate short-term parking and loading for local shops and restaurants. In many areas, they will support the frequent and rapid transit services planned for Saskatoon. It is therefore essential that the street be accommodating to transit-oriented land use designs, with dense, mixed-uses surrounding the corridor and ground floor commercial retail uses.

<b>Land Uses</b>	Medium-density commercial, retail, office, and residential
<b>Modes of Travel</b>	Passenger cars and heavy vehicles permitted Priority treatments for pedestrians and bicyclists Along BRT corridors, dedicated bus lanes are essential with transit stations
<b>Access</b>	Other Arterials, Neighbourhood Connectors and Local Streets No direct vehicle access to land uses
<b>Built Form Examples</b>	Buildings located close to and fronting street, Broadway Avenue north of 8 <sup>th</sup> Street 20 <sup>th</sup> Street between Avenue E and Idylwyld Drive

### LAND USES SERVED

Residential - Low Rise	
Multi-family - Mid & High Rise	
Commercial Retail	
Commercial Office	
Industrial	

### TRAVEL MODES

Pedestrian	
Cyclist	
Transit	
Parking	
Automobile	
Goods & Services	



Figure 20 - Urban Main Street Example

## DOWNTOWN COMMERCIAL STREETS

In Saskatoon, downtown commercial streets are concentrated in the City Centre and North Downtown areas and serve one of Saskatoon’s primary employment areas, with a growing mixture of residential, retail and office land uses.

Although these streets can serve regional travel and their designs should support large volumes of traffic as well as frequent and rapid transit services, the streets themselves must be comfortable and accessible for people throughout the day and night. These downtown areas and streets are comprised of short blocks with crossings at intersections and mid-blocks as required.

The street design should reflect the character of the land uses and building architecture that surrounds downtown commercial streets.

<b>Land Uses</b>	Medium to high density mixed-use commercial, retail, office, and high density residential
<b>Modes of Travel</b>	Passenger cars and rapid transit with stations and priority treatments Priority treatments for pedestrians and bicyclists
<b>Access</b>	Closely spaced cross-streets and laneways or shared streets No direct vehicle access to land uses
<b>Built Form</b>	Buildings located close to and fronting street
<b>Examples</b>	Downtown Avenues including 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> , and 4 <sup>th</sup> Downtown Streets 21 <sup>st</sup> , 22 <sup>nd</sup> , 23 <sup>rd</sup> , and 25 <sup>th</sup>

### LAND USES SERVED

Residential - Low Rise ...	
Multi-family - Mid & High Rise ...	
Commercial Retail ...	
Commercial Office ...	
Industrial ...	

### TRAVEL MODES

Pedestrian ...	
Cyclist ...	
Transit ...	
Parking ...	
Automobile ...	
Goods & Services ...	



Figure 21 - Downtown Commercial Street Example



## PARKWAYS

Generally characterized by long, uninterrupted stretches of roadway running alongside Saskatoon’s open space corridors such as the South Saskatchewan River, parkways provide space for and support an extensive greenway system with trees that line much of the corridor.

With longer stretches of uninterrupted flow for traffic, it is essential to provide safe and accessible crossing locations for pedestrians and bicyclists. With limited land uses that directly surround parkways, transit is not typically provided along these corridors.

<b>Land Uses</b>	Park space and greenway
<b>Modes of Travel</b>	Passenger cars Multi-use pathways along corridor or sidewalks and bike lanes for pedestrians and bicyclists
<b>Access</b>	Limited or no access to adjoining land uses
<b>Built Form</b>	Few buildings with many trees
<b>Examples</b>	Spadina Crescent Saskatchewan Crescent

**LAND USES SERVED**

- Residential - Low Rise ... 
- Multi-family - Mid & High Rise ... 
- Commercial Retail ... 
- Commercial Office ... 
- Industrial ... 

**TRAVEL MODES**

- Pedestrian ... 
- Cyclist ... 
- Transit ... 
- Parking ... 
- Automobile ... 
- Goods & Services ... 



Figure 22 - Parkways Example

## NEIGHBOURHOOD CONNECTORS

Neighbourhood connectors are through streets that traverse several neighbourhoods, carrying traffic within and between communities, and forming the spine of the walking and bicycling facilities connecting residential areas.

Neighbourhood connectors must balance the flow of people between neighbourhoods, and their street characteristics may be different across the City. They should generally be two lane roadways with comfortable and accessible pedestrian facilities as well as dedicated or shared space for bicyclists. Intersections should be designed for the comfort and safety of pedestrians and bicyclists.

Neighbourhood connectors will serve both conventional and community bus services connecting users to frequent and rapid transit corridors.

<b>Land Uses</b>	Low density residential with some connection to commercial activity
<b>Modes of Travel Access</b>	All modes with priority for pedestrians and bicyclists Local streets, arterials Driveway access
<b>Built Form</b>	Residential setbacks apply
<b>Examples</b>	29 <sup>th</sup> Street West Stensrud Road Wilson Crescent

### LAND USES SERVED

- Residential - Low Rise ... 
- Multi-family - Mid & High Rise ... 
- Commercial Retail ... 
- Commercial Office ... 
- Industrial ... 

### TRAVEL MODES

- Pedestrian ... 
- Cyclist ... 
- Transit ... 
- Parking ... 
- Automobile ... 
- Goods & Services ... 



Figure 23 - Neighbourhood Connector Example

## LOCAL STREETS

Typically surrounded by and providing access to residential land uses, local streets are perhaps the most abundant street type in the city, serving local trips, and characterized by having lower volumes of traffic traveling at slower speeds. These street types contribute toward the quality of life for area residents and are designed to maintain slow speeds as the streets are places to walk, bike and even play. Local streets provide connections to nearby parks and other community services as well as transit stops on the connector and arterial roadway system.

Local streets are generally narrow and do not serve through traffic. They are no more than two travel lanes with parking on one or two sides, depending on the road width.

<b>Land Uses</b>	Single and low density multi-family residential
<b>Modes of Travel Access</b>	Passenger cars with priority for pedestrians and bicyclists Neighbourhood Connectors, Arterials, Urban Main Streets Full driveway access
<b>Built Form</b>	Residential setbacks apply

### LAND USES SERVED

- Residential - Low Rise ... 
- Multi-family - Mid & High Rise ... 
- Commercial Retail ... 
- Commercial Office ... 
- Industrial ... 

### TRAVEL MODES

- Pedestrian ... 
- Cyclist ... 
- Transit ... 
- Parking ... 
- Automobile ... 
- Goods & Services ... 



Figure 24 - Local Street Example

## INDUSTRIAL STREETS

Providing access to and from the City’s industrial areas, industrial streets are essential to support movement of goods and access for people working in these areas. These streets are essential for the City’s economy both in established urban areas and the expanding North Industrial Area. They also need to provide transportation choices for area employees. Industrial zoning permits commercial and other land uses intended to support area businesses and industrial uses.

Industrial streets must generally support larger vehicles influencing the road width and turning radius at intersections. Additionally, these areas must be supported with attractive transit service and bicycling facilities, in addition to supporting comfortable and accessible pedestrian facilities.

When designing industrial streets, careful attention should be given to discourage and minimize cut-through traffic on nearby residential streets.

### Land Uses

Light and heavy industrial

### Modes of Travel

Heavy vehicle access is critical

Buffered pedestrian and bicycle facilities

Transit and sidewalk on both sides of street

### Access

Full access to abutting properties

### Built Form

Buildings set back from the street

### Examples


Cynthia Street

Faithfull Avenue

Millar Avenue

#### LAND USES SERVED

Residential - Low Rise ... 

Multi-family - Mid & High Rise ... 

Commercial Retail ... 

Commercial Office ... 

Industrial ... 

#### TRAVEL MODES

Pedestrian ... 

Cyclist ... 

Transit ... 

Parking ... 

Automobile ... 

Goods & Services ... 



Figure 25 - Industrial Street Example

## SHARED STREETS

Shared streets are provided in both residential as well as the downtown areas of Saskatoon. Within the downtown area, they provide access for service delivery vehicles, and support increasing numbers of walking and bicycling trips. Shared streets are used to access commercial buildings, office buildings, high rise residences, entertainment venues, and restaurants.

With their narrow width and limited delineation, shared streets are designed for slower speeds where all modes can safely intermingle. In the established downtown areas, street furnishings may be used to create attractive people places and increase street activity. In some cases, access to shared streets may be discouraged by passenger cars, with exceptions for taxis and other commercial vehicles. In residential areas, they provide access to rear yards and allow for service vehicles. They have not been designed for all users, but function as such.

<b>Land Uses</b>	High density commercial retail, office, and residential
<b>Modes of Travel</b>	Passenger cars, heavy vehicles, pedestrians, and bicyclists
<b>Access</b>	Full access to abutting properties
<b>Built Form</b>	Buildings located on or very close to property line

### LAND USES SERVED

Residential - Low Rise ...	
Multi-family - Mid & High Rise ...	
Commercial Retail ...	
Commercial Office ...	
Industrial ...	

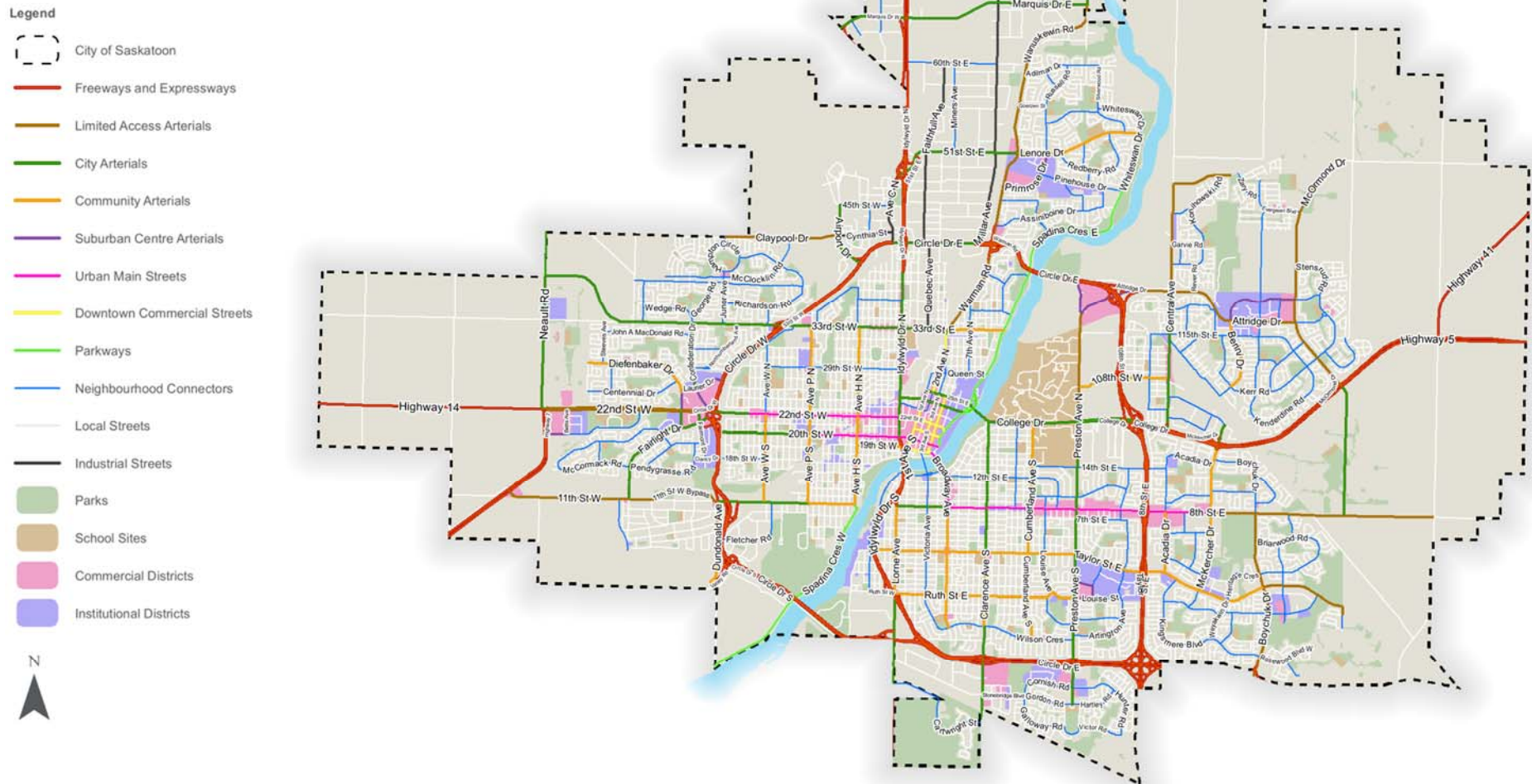
### TRAVEL MODES

Pedestrian ...	
Cyclist ...	
Transit ...	
Parking ...	
Automobile ...	
Goods & Services ...	



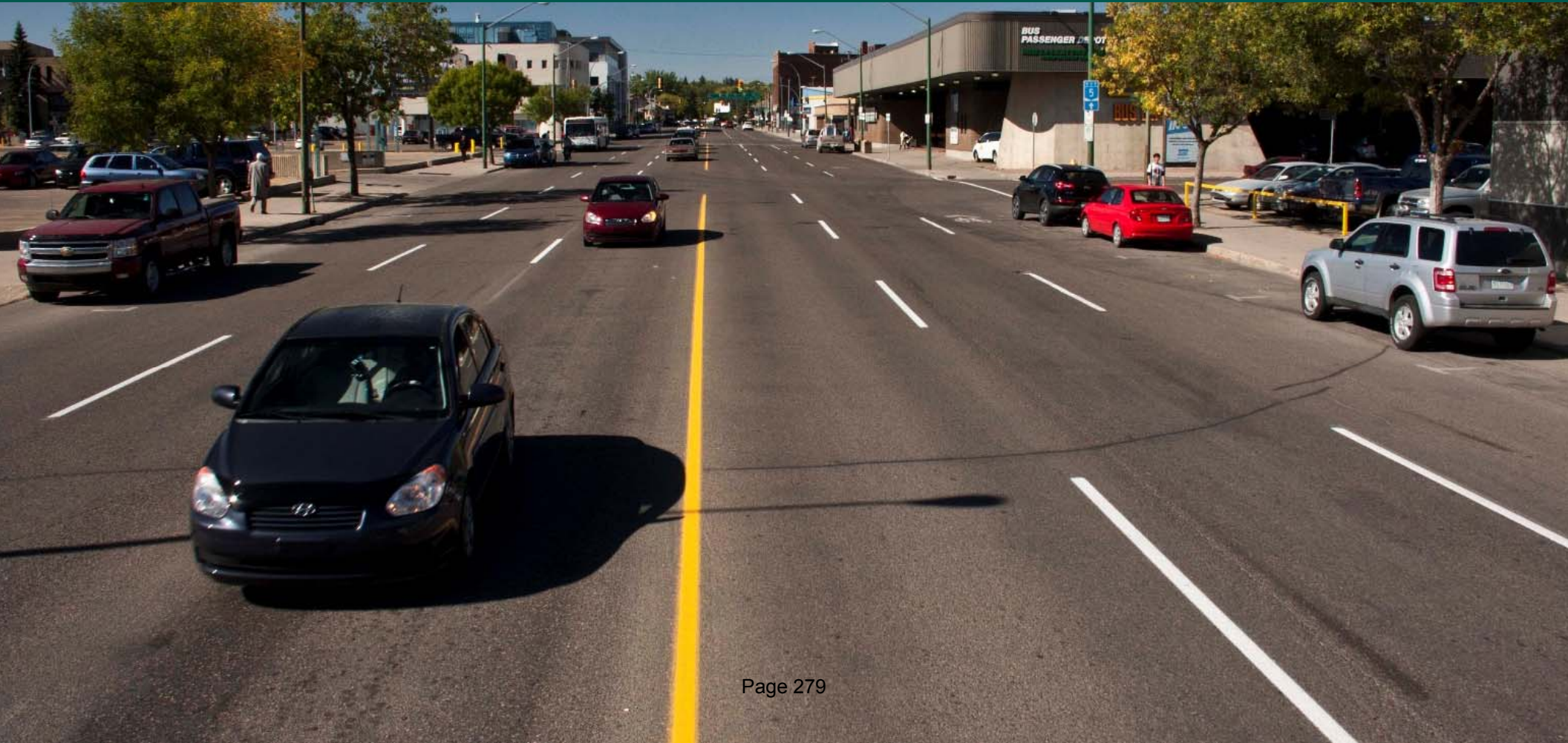
Figure 26 - Shared Street Example

For context purposes only, the street typologies that reflect specific functions for corridors as outlined in the **Growth Plan** have been broadly assigned to the City's existing roadway network and illustrated in **Figure 27**. In this regard, the street treatments described in **the Guide** may be applied to these street typologies when making capital investments or roadway rehabilitation as well as through redevelopment. The City should reference these street typologies when considering reclassification of the existing and new neighbourhood street systems.



**Figure 27 - Potential Street Typologies**

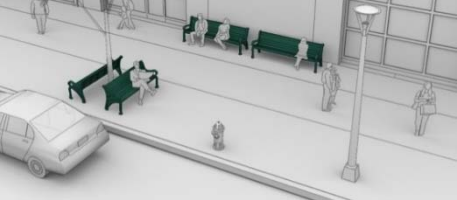

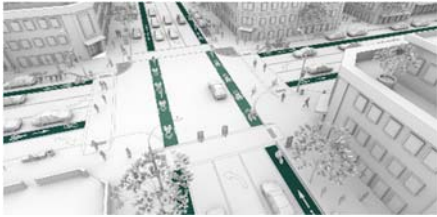
# PART 5: Toolkit for Complete Street Design



The design of streets in Saskatoon has evolved over the last 100 or so years. At one time, streets were designed for people to get around by streetcar, walking and bicycling. Street fronts and the uses that surrounded them were very much integrated with each other. As the City has grown, more and more people are driving and with vehicles increasing in size – particularly light and heavy trucks – street designs have become less friendly to people walking, bicycling and using transit. Additionally, land uses that surround these auto-centric corridors have turned away from the streets that serve them. With these land use patterns and street designs, fewer people are present on many of the major streets of Saskatoon.

Achieving the City’s aspirations for sustainable growth, vibrant streets and a multi-modal transportation system requires a shift in how new streets are being built and changing the design of existing streets in Saskatoon. Within established areas of the City, roadways need to be redesigned over time through capital improvements focused on implementation of treatments for alternative modes. Completely rebuilding streets in Saskatoon to achieve a shift in modes is neither realistic nor practical. However, a ‘toolkit’ of complete street treatments may be used as a guide to achieve certain outcomes with certain street typologies.

This section of **the Guide** highlights some of the most important complete street treatments that will be critical to Saskatoon’s success. The discussion of individual treatments is organized into three parts, including sidewalks (between the edge of curb and building or right-of-way), streets (between the street curbs) and intersections as summarized in **Figure 28**. For each treatment, conceptual illustrations are provided along with a description of the treatment and any specific design guidance and considerations for application in Saskatoon.

- I. **Sidewalks**
  - ✓ Sidewalk Areas
  - ✓ Other Sidewalk Treatments
  
- II. **Streets**
  - ✓ Minimum Desired Lane Widths
  - ✓ Transit Lanes
  - ✓ Bicycle Facilities
  - ✓ Neighbourhood Street Treatments
  - ✓ Alternative Curbside Treatments
  
- III. **Intersections**
  - ✓ Intersection Geometry
  - ✓ Pedestrian Facilities
  - ✓ Bicycle Facilities
  - ✓ Transit Priority

**Figure 28 - Essential Complete Street Treatments**



## 5.1 Sidewalks

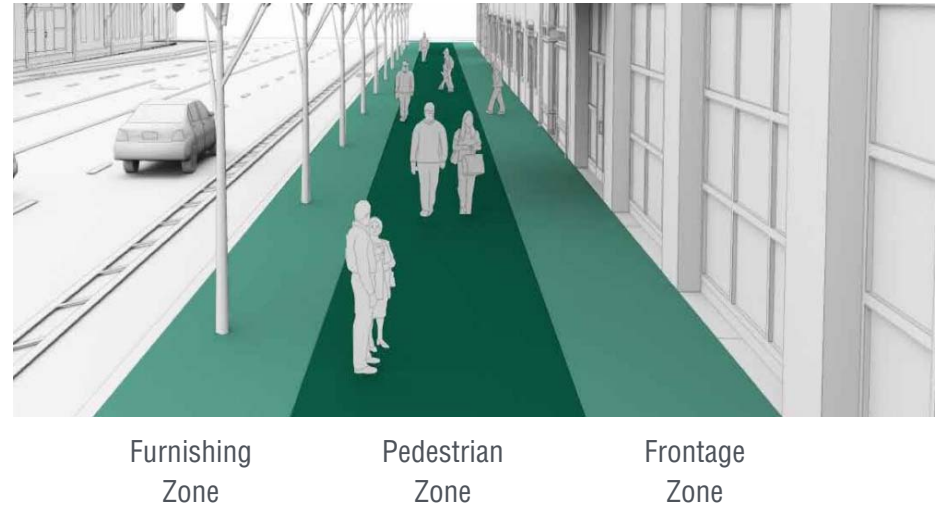
Every trip begins and ends with or is entirely made by walking. In their most basic form, sidewalks play a vital role in encouraging and facilitating people of all ages and abilities to get around the City. They can support a vibrant public realm and create a sense of place for people to interact, as well as connecting people on the street with adjacent land uses and enable us to use other modes such as bikes and cars as well as transit. Transit relies on an accessible and attractive sidewalk system to get passengers safely to and from their bus.

As part of the public realm, sidewalks will contribute to the vibrancy of urban areas in the City. They must be safe, comfortable and attractive to encourage people to linger and participate in face-to-face activities that in turn can support the businesses and community as a whole. Using the principles below, **the Guide** sets a high standard for accessibility, safety, comfort, aesthetics and environmental protection.

- ✓ **Accessible to All.** Regardless of age or physical ability, sidewalk areas and crossings must be supportive of people walking, using mobility aids, and/or pushing strollers. They must have continuous, unobstructed pathways for everyone to move.
- ✓ **All Weather Access.** Sidewalks should be capable of providing areas of shade during warmer months of the year and have neighbouring space for snow storage during winter periods.
- ✓ **Public Realm Opportunities.** Sidewalk areas can provide space beyond the walking realm for everything from benches and cafes to trees and awnings for sun protection.

### 5.1.1 Sidewalk Areas

Sidewalk area design must consider three sidewalk zones in terms of both size and allocation of space. Consistent with the street typologies, these choices must be influenced by the desired land use and transportation outcomes. **Figure 29** illustrates the three sidewalk zones that are briefly described below: Frontage Zone, Pedestrian Zone and Furnishing Zone.



**Figure 29 - Sidewalk Areas**

- The **Frontage Zone** is the interface between buildings and the walking area on the sidewalk. On some street types, these zones can provide space for cafes, plazas and greenspace in front of buildings. This added space to the sidewalk area can be used to enhance activity and vibrancy of urban streets in the downtown area and urban centres across the City. On many streets, the frontage zone may include room for the installation of, and access to, the curb stop and other utilities.

- The **Pedestrian Zone** is identified by the sidewalk area, providing accessible, unobstructed space for people to move along the street. The sidewalk areas are typically made of concrete and the width should vary depending on the anticipated pedestrian activity. For accessibility, the minimum width of the pedestrian zone should not be less than **1.8m**.
- The **Furnishing Zone** provides buffer area between the Pedestrian Zone and street to increase the comfort and safety of pedestrians. This zone can also be used to support landscaping, snow storage, amenities and other active street furnishings such as seating, lighting, bike parking, etc. In the absence of a frontage zone this zone may be required to include utility access.

Although the allocation of sidewalk space must be considerate and supportive of accommodating desired modes of travel, the design must also be complementary to the land use character that immediately surrounds the corridor and desired public realm along the street. The following descriptions highlight the desirable allocation of sidewalk areas in general terms for each street typology. These guidelines can be used to refresh design standards for new and existing streets in Saskatoon. It should be noted that sidewalk areas are not provided on freeways and expressways or shared streets typologies, and thus not described in **the Guide**.

## LIMITED ACCESS ARTERIALS

City arterial streets (limited access) in Saskatoon support large volumes of higher speed traffic across the City. Land uses surrounding the corridor are often set back from these major streets and pedestrian access is generally along side streets. Sidewalks today are typically limited to one side only with the expectation of installation on both sides as future redevelopment occurs or as part of local area changes. In support of transit services, sidewalks are recommended on both sides of limited access arterial streets. The pedestrian zones on these streets should be a minimum of **2.5m** wide, with a **1.5m** wide furnishing zone and a minimum **1.2m** frontage zone.



Figure 30 – Limited Access Arterial Streets

## CITY & SUBURBAN CENTRE ARTERIAL STREETS

City arterials and suburban centre arterial street types are typically two lane or four lane roadways supporting moderate traffic volumes and serving access to nearby properties. Sidewalks are desirable on both sides of the street as many will be surrounding active land uses and served by transit. The pedestrian zones should be a minimum of **2.5m** wide, with a minimum **1.75m** wide furnishing zone consisting of grass and utilities to buffer pedestrians from the adjacent street. The frontage zone should depend on building setbacks and landscaping requirements.



Figure 31 - City & Suburban Centre Arterial Streets

## COMMUNITY ARTERIAL STREETS

Community arterial streets serve travel needs between neighbourhoods in Saskatoon. This street type is largely surrounded by and supports residential land uses with small commercial nodes. Sidewalks are desirable on both sides where moderate levels of traffic, transit service, bicycling, and walking is supported as well as on-street parking. The pedestrian zone on this street type should be a minimum of **1.8m** wide, with a **1.35m** furnishing zone for utilities and separation from adjacent street traffic on streets without on-street parking. On streets with on-street parking, where no furnishing zone is provided, the frontage zone may be a minimum of **1.55m**.



Figure 32 - Community Arterial Streets

## DOWNTOWN COMMERCIAL/URBAN MAIN STREETS

Many downtown streets in Saskatoon already support vibrant street fronts with space for walking, leisure activity and other street functions. As the **Growth Plan** is realized, urban main streets will extend across the City along high priority growth and rapid transit corridors. As the most vibrant and walkable areas of the City, wide pedestrian zones of unobstructed area are essential for accommodating high volumes of pedestrians.

The furnishing zones should be wide enough to support street functions such as parking meters, street furniture and bike parking in addition to trees and landscaping. The frontage zone should be supportive of, and provide access and visibility to the land uses that line the downtown commercial and urban main streets. The minimum widths for the pedestrian zone, furnishing zone, and frontage zones should be **2.5m**, **1.75m**, and **1.0m** respectively.



Figure 33 - Downtown Commercial/Urban Main Streets

## NEIGHBOURHOOD CONNECTORS & LOCAL STREETS

Neighbourhood connectors and local streets support local walking to adjacent properties as well as passing through the community. Today, most of these street types have sidewalks on both sides with low and medium density residential uses surrounding them. With on-street parking permitted on one or both sides, the sidewalk width should be a minimum of **1.8m**, with a minimum **0.5m** furnishing zone to provide separation from the street.



Figure 34 - Neighbourhood Connectors & Local Streets

## INDUSTRIAL STREETS

Sidewalk coverage in industrial areas of the City today is limited. Many of these areas are served by transit, and have commercial and institutional land uses that generate walking trips. A lack of sidewalks presents barriers to walking and accessing transit, but also increases safety exposure for pedestrians and limits accessibility.

The pedestrian zone on this street type should be a minimum **1.8m** wide, with a minimum **0.5m** furnishing zone. Bollards may be used to protect pedestrians where turning vehicles can present safety issues at driveways to adjacent properties. Loading docks and driveways that cross sidewalks should be clearly delineated and accessible for pedestrians.



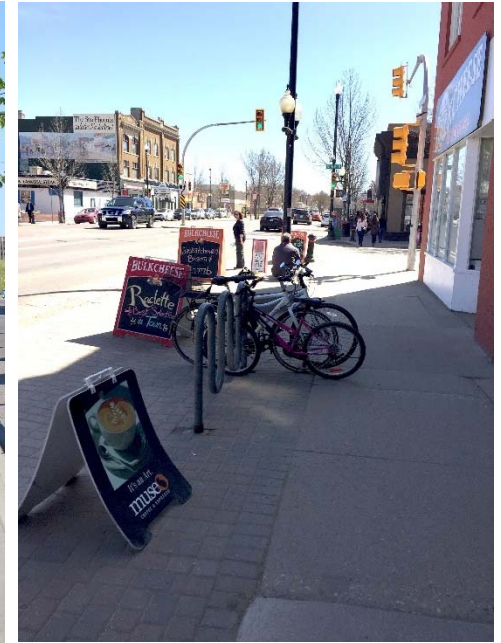
Figure 35 - Industrial Streets

## 5.1.2 Other Sidewalk Treatments

Sidewalk area designs must go beyond providing the basic treatments. Pedestrians and businesses thrive where larger sidewalk areas are provided with amenities such as landscaped buffers from the street, lighting, seating, and shade. Conversely, sidewalk areas that are cluttered with too many facilities and poorly designed treatments can impact accessibility and mobility for everyone. In turn, this can have a negative impact on the surrounding land uses that may be less accessible and inviting to visitors.

The sidewalk area also serves other essential functions to accommodate facilities for other modes of travel. Functional treatments in the furnishing zones for seating, bus stops, and shelters as well as bicycle parking can make the urban areas of Saskatoon more accessible and attractive for other modes.

This section of **the Guide** identifies a selection of design treatments for the frontage and furnishing zones that are critical to the success of most urban main street, suburban centre arterial, and downtown commercial street typologies.



## SEATING

Comfortable places to sit in urban areas are essential. It gives people an opportunity to rest, wait for others and/or socialize. Well-designed areas with seating can serve as a gathering place for people and a vital part of the public realm for active streets.

### Key Design Considerations:

- Seating can be provided in a variety of forms including chairs, benches, planters, and steps
- Public seating can be located either in the furnishing zone of the street and/or the frontage zone adjacent to building areas
- Seating must be located in protected areas away from the typical flow of pedestrians
- The location of seating must not affect mobility and accessibility of the pedestrian zone
- Benches should ideally be separated from the adjacent parking and travel lanes ❶ and placed at the pedestrian zone edge
- Where possible, physical barriers and/or landscaping should be part of the separation between the street and seating areas
- Benches should also be separated from other street furniture such as lighting, trees, and hydrants
- Some benches should be provided with armrests for those requiring stability while seating and rising, and some without to assist those in wheelchairs
- Seating should be separated from the pedestrian zone, away from building entrances, and not connected to adjacent buildings. ❷

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
Community Arterials	
Suburban Centre Arterials	
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

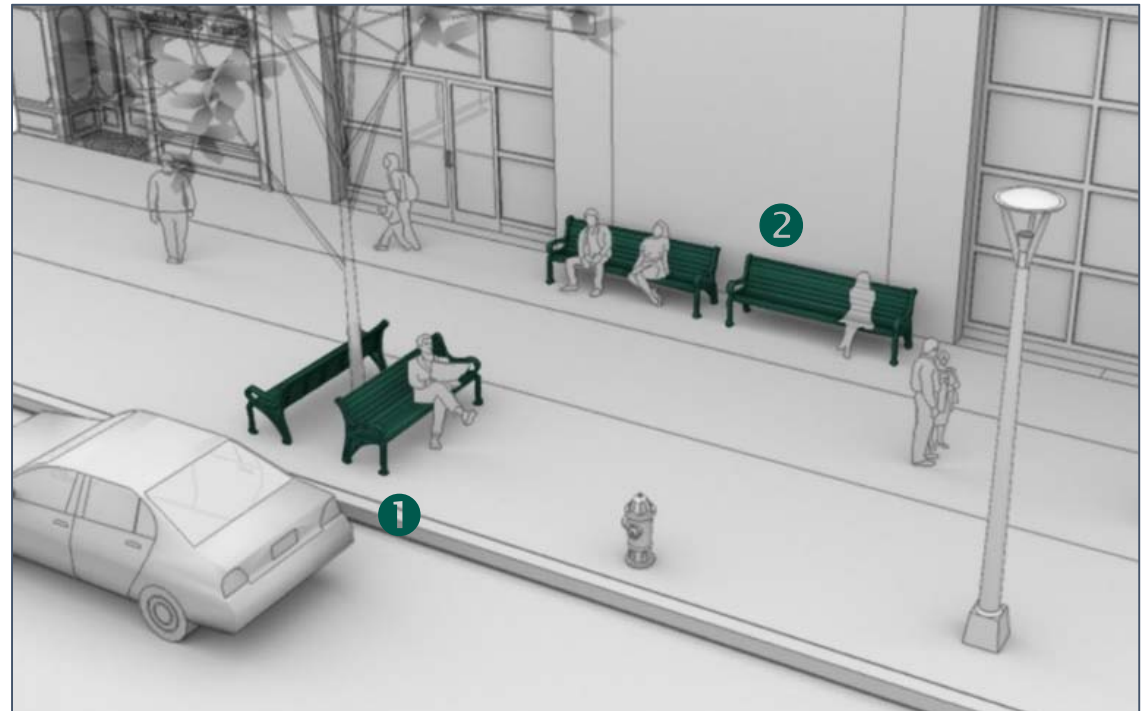


Figure 36 - Seating

## BICYCLE PARKING

Visible on-street bicycle parking is essential for urban areas of Saskatoon to increase the bicycling mode share. Whether for short visits to shops, to pick something up, or longer-term stays, on-street bike parking should be designed to provide a safe, visible place to store bikes.

### Key Design Considerations:

- Bicycle parking is ideally suited to non-residential streets of the City where bicycling demand is highest
- Bicycle racks in sidewalk areas should only be considered where there are no space constraints that may impact accessibility of the pedestrian zone
- Bicycle rack designs should support the frame of the bike at two points, provide access for different bike sizes/designs, allow locking at two locations, and be easily accessible
- No matter the size or number of bicycle stalls provided, bicycle racks must be installed so that parked bicycles do not block either the pedestrian zone or safe access to the adjacent curb
- Bicycle racks should be set back slightly from the adjacent curb of the street ❶
- Racks should be installed to park bicycles at a 45-degree angle or more from the curb within the furnishing zone
- When provided individually, multiple bicycle parking racks should be sufficiently separated to permit access from both sides and separated from adjacent street furniture ❷ and hydrants ❸

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
Community Arterials	
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

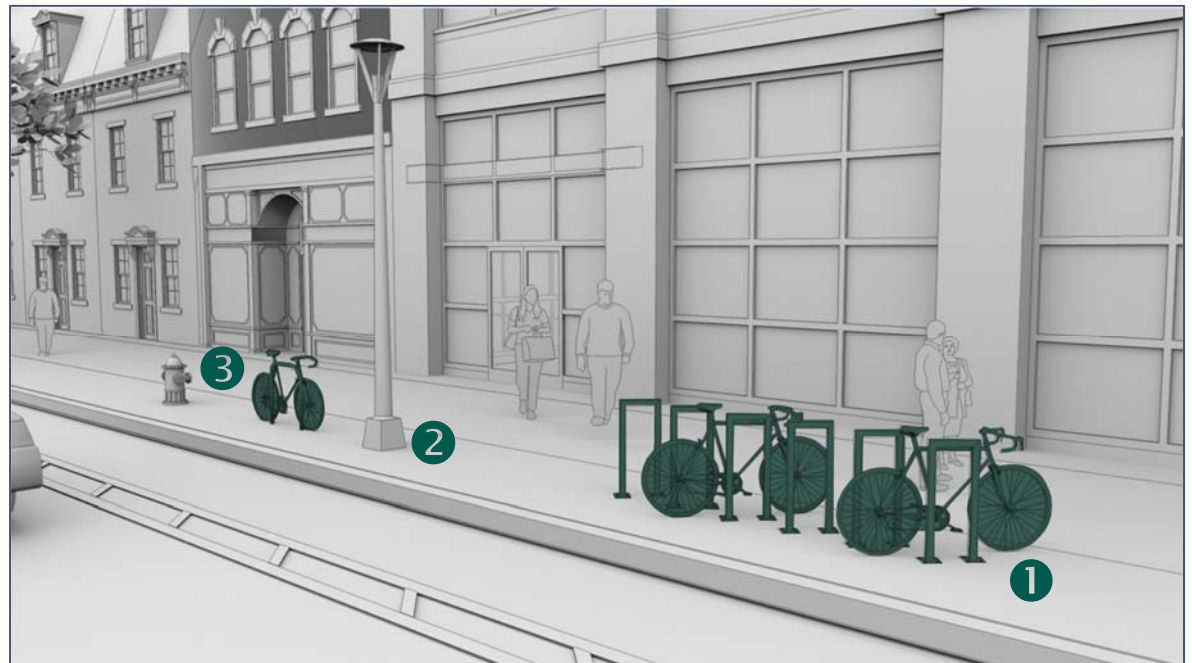


Figure 37 - Bicycle Parking



## CONTINUOUS, LEVEL SIDEWALKS ACROSS DRIVEWAYS

Regardless of the design, pedestrians on sidewalks have priority over vehicles entering and exiting driveways. Driveways can either cross the sidewalk area or create a break in the sidewalk to support vehicle access entering and exiting adjacent properties. By design, this treatment can unintentionally give vehicles the priority over pedestrians crossing their path and increase exposure for those walking. Furthermore, changing sidewalk grades across driveways can make it difficult for people using mobility aids.

### Key Design Considerations:

- In high pedestrian areas of the City, pedestrian zones of the sidewalk area should be designed with a continuous grade across driveways and laneways
- If the sidewalk is concrete, the surface treatment should not depress to better accommodate vehicles travelling across the path of pedestrians
- The design of driveways in these areas should encourage drivers to always look for, and expect to yield to, pedestrians
- The pedestrian zone should be of continuous width across the driveway for a consistent pedestrian experience
- The furnishing zone between the pedestrian zone and street should form the apron area for vehicles to cross the sidewalk
- In constrained areas where the furnishing zone is not sufficient width, a curb extension may be considered where on-street parking is present

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
Community Arterials	
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

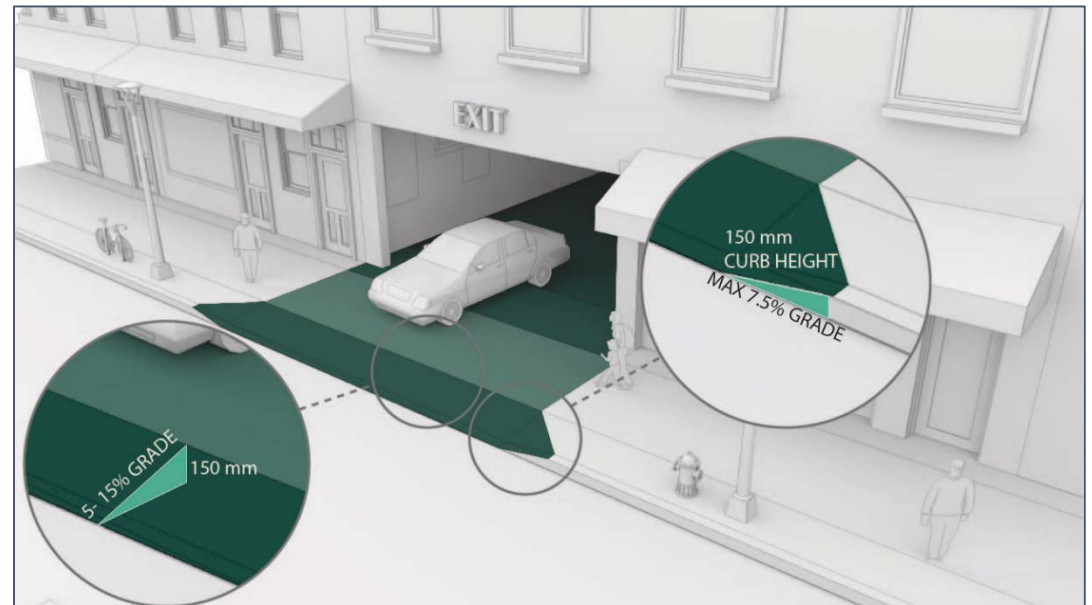


Figure 38 - Continuous, Level Sidewalks Across Driveways

## BUS STOP / SHELTERS

Sidewalk areas provide space for transit passengers to wait for buses at stops and support other transit amenities such as passenger information, lighting, seating, trash receptacles, and shelters.

### Key Design Considerations:

- Ideally, bus stops and shelter areas are located within the furnishing zones, clear of the pedestrian zone
- They should be designed to be safe, convenient, and accessible for passengers of all mobility levels
- For most of the City, the length of transit stops should be designed to support access for conventional, and articulated buses on major roadways such as city arterials, suburban centre arterials, urban main streets and downtown commercial streets
- Near-side intersection and far-side intersection stops require sufficient space between the corner and the nearest parking stall
- For express bus services and stops on major roadways, far-side bus stops are preferred unless constrained by space and/or to support near-side transfers to cross-street routes
- Conventional stops should be set back from intersections and equipped with landing zone for passengers to enter and exit the bus ❶
- Landing zones should be provided for all doors, clear of obstruction and allow for sufficient space between the edge of curb and the pedestrian zone
- Bus shelters are typically considered where passenger activity is highest. The designs are determined on a site-by-site basis
- Shelters at most bus stops in Saskatoon are varied, but typically enclosed on three sides with access from the sidewalk and protection from the adjacent street
- When behind the sidewalk, shelters should be off-set slightly from the property line, and separated from any building structure
- For nearside stops, shelters should be separated from nearby cross-walks so as not to impact driver sight lines.

Street Typology	Primary Application
Freeways & Expressways	
<b>Limited Access Arterials</b>	✓
<b>City Arterials</b>	✓
<b>Community Arterials</b>	✓
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
<b>Neighbourhood Connectors</b>	✓
Local Streets	
<b>Industrial Streets</b>	✓
Shared Streets	



Figure 39 - Bus Stop/Shelter

## SIDEWALK CAFES

Sidewalk cafes can be encouraged where commercial activity is highest on main street and downtown commercial street types. The extension of restaurants into the public way brings activity to the street and forms an important part of the public street realm.

### Key Design Considerations:

- Sidewalk Cafes are regulated by the **City of Saskatoon Zoning Bylaw No. 8770**, by the **Use of Sidewalk, Boulevards and Parking Stalls – Vending Policy No. C09-013**, and by the **Sidewalk Café and Parking Patio Guidelines**
- Licenses for sidewalk cafes are issued through the City of Saskatoon Business License Program. The review and approval process involves input from other internal and external departments including the Health Region, Police, Fire, Transportation, Planning and Development, and the local Business Improvement District. As relevant Saskatchewan Liquor and Gaming Authority is also consulted
- Sidewalk cafes must be designed clear of the pedestrian zone to ensure adequate movement and accessibility for all mobility levels
- The width of a sidewalk café should be of consistent width, extending along the full frontage of the restaurant ❶
- The entrance through to the front door should remain clear of furniture ❷
- If alcohol is served at the sidewalk café business, barriers must be provided and attached to the ground
- Awnings, umbrellas and/or heat is desirable for weather protection and to increase functionality
- Landscaping of a temporary nature, and high-quality street furniture to increase functionality and visual aesthetics is encouraged, and must be removed at the end of season

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
Community Arterials	
Suburban Centre Arterials	
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

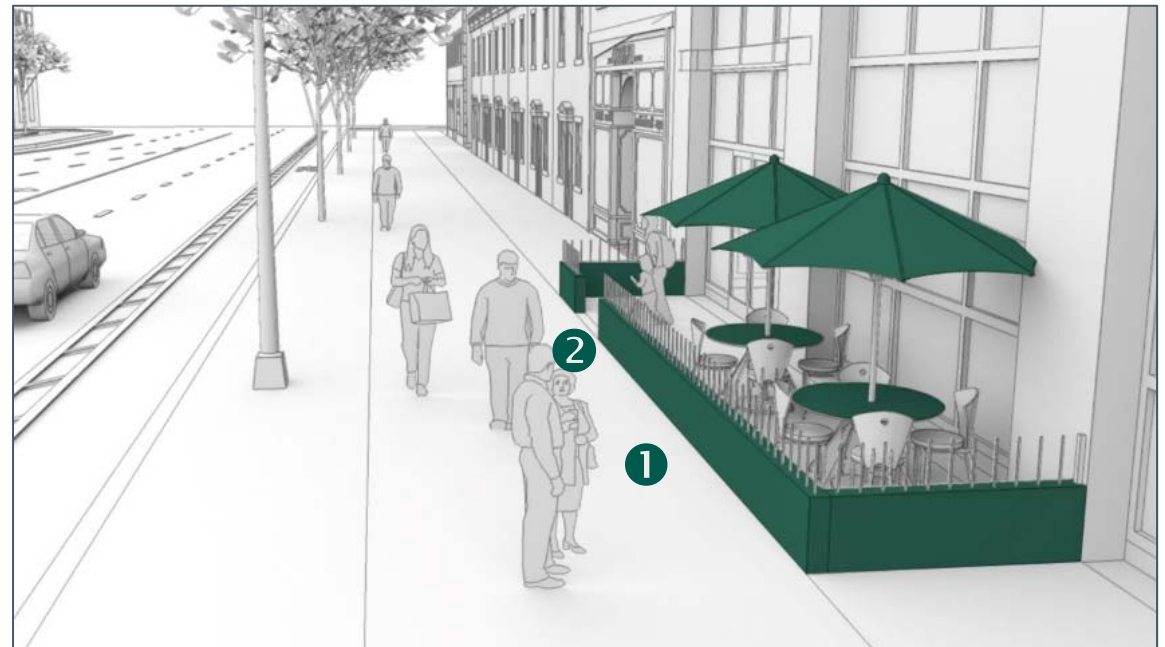


Figure 40 - Sidewalk Cafes

## PLAZAS

Plazas can provide additional walking space for pedestrians, and add vibrancy to the public realm on many urban streets in downtown Saskatoon. Plazas can either be created as part of the public right-of-way or connected with private development. Ideally, they should be located adjacent to transit hubs or other pedestrian generators, and should be easy to access from all sides. Larger plazas – such as in front of City Hall – can and should host activities such as markets, art displays, culture performances, and other community events.

### Key Design Considerations:

- The plaza design should be an extension of the sidewalk area adjacent to, and part of the pedestrian zone. By extension, plazas can also encourage walking trips both destined to the adjacent site and as a short-cut
- Design considerations should include, but not be limited to wayfinding signage, permeable surface materials/landscaping, bicycle parking, seating, gathering areas, and space for events and/or food services
- Permanent displays of public art or cultural amenities within the Plaza should be encouraged to create an identity for the area while encouraging displays of local talent.
- Plazas should provide a variety of seating choices such as benches, low walls, stairs, and landscaping containers
- Bicycle parking racks may be encouraged in and around plazas if they are visible and do not restrict accessibility

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
Community Arterials	
Suburban Centre Arterials	
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

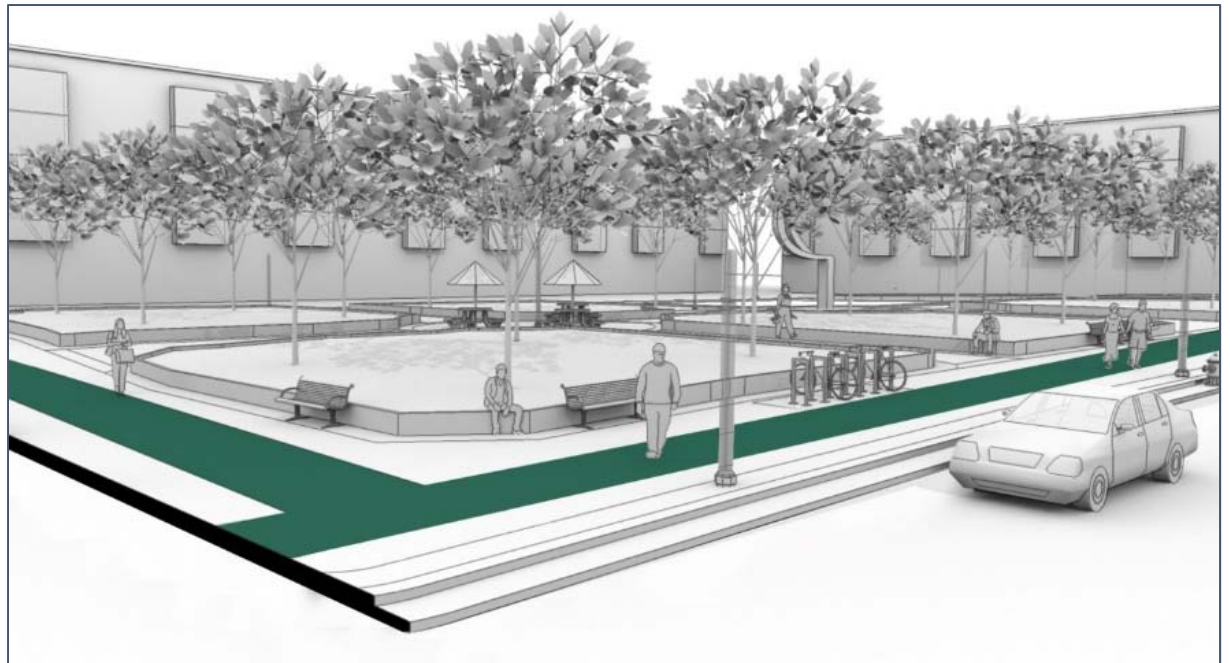


Figure 41 - Plazas

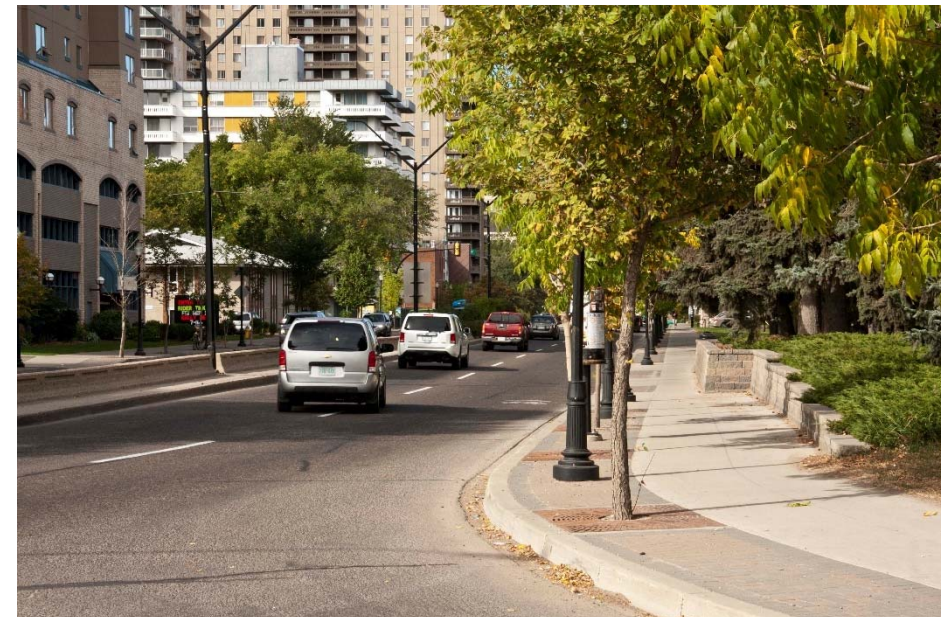
## 5.2 Streets

Streets make up a significant portion of all public space in most cities. They are the lifeblood of communities, supporting economic and social interactions. Streets support mobility for people, be it by car, transit, biking or walking. They support access to goods and services within and beyond Saskatoon, and economic interactions for many businesses. Increasingly, streets are serving the needs of different travel modes and for varied purposes.

In the established and growing areas of the City, street designs have increasingly favoured larger vehicles. This has created barriers for other modes. Wide streets that prioritize large vehicles create comfort and safety issues for the most vulnerable people on our streets, bicyclists and pedestrians. If goals for increased walking, bicycling, and transit are to be realized, the allocation and design of street space must change.

This section of **the Guide** provides a ‘toolkit’ of treatments for accommodating bicycles, transit, and vehicles within the street environment. **The Guide** also considers other uses of the street to support vibrancy and an active street environment. Recognizing that space is limited in much of the established street system, trade-offs must be considered for different modes and needs to support adjacent land uses. No single template or cross-section will work effectively in all situations.

The design of streets in Saskatoon must not only consider today’s needs, but aspirations for the future. Fortunately, these changes may not need to happen all at once. Space can be incrementally altered in phases to achieve the ultimate configuration or long-term goals.



## 5.2.1 Bicycle Facilities

With Saskatoon's population expected to double to half a million people, change in the City is inevitable. The City's **AT Plan** provides transportation options designed to improve accessibility, comfort, and safety of walking, bicycling, and other forms of active transportation in Saskatoon.

Providing a complete and interconnected network of bicycle facilities throughout Saskatoon is critical to supporting and encouraging more people choosing to cycle. Expanding and enhancing Saskatoon's bicycle network includes upgrading existing facilities, ensuring that new neighbourhoods have adequate places for bicycling, and addressing gaps in the existing network. The **AT Plan** supports the principles of creating a quality bicycle network for All Ages and Abilities (AAA) with facility types that will increase comfort for more people in the community.

**This Guide** provides design and application guidance on two basic forms of bicycling facilities: exclusive facilities where roadway space is designated for bicyclists; and shared facilities where roadway space is integrated. The selection and design of different bicycling facilities must recognize that bicyclists are vulnerable road users that can be seriously injured in even minor collisions.



## MULTI-USE PATHWAYS

The City’s natural beauty and abundance of multi-use pathways encourage residents to bicycle as a form of commuting, exercise and leisure. Much of the existing network in Saskatoon is made up of paved multi-use pathways located along the Meewasin River Valley and along street right-of-ways.

Multi-use pathways are an integral part of the City’s planned AAA bicycling network intended to encourage a broad cross-section of people to bicycle. A system of multi-use pathways has been identified as part of the AAA network along corridors where sufficient right-of-ways are available, parallel to major arterials with limited driveway access. Planned multi-use pathways that have been identified in the Meewasin Trail Study have also been recognized in the **AT Plan**.

### Key Design Considerations:

- Used where there is sufficient space in the public right-of-way as well as a limited number of intersections, alleyways, and driveways
- Must accommodate and manage conflicts between all permitted users such as bicyclists, pedestrians, and skateboarders
- Standard markings and signage are required along the pathways to identify safety hazards, remind users to keep right except to pass, yield to people walking, and yield at intersections
- Consider design treatments that ensure proper sight-lines to reduce potential for collisions on multi-use pathways and at intersections
- Provide lighting to improve visibility and safety
- The width of a multi-use pathway depends on the volume of bicyclists and pedestrians
- Monitor usage through provision of automated counters along pathways
- Multi-use pathways should be cleared of snow in the winter
- Centrelines should be considered once the number and mix of users requires it

Street Typology	Primary Application
<b>Freeways &amp; Expressways</b>	✓
<b>Limited Access Arterials</b>	✓
<b>City Arterials</b>	✓
Community Arterials	
Suburban Centre Arterials	
Urban Main Streets	
Downtown Commercial Streets	
<b>Parkways</b>	✓
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	



Figure 42 - Multi-Use Pathways

## PROTECTED BICYCLE LANES

Protected bicycle lanes are designed to physically separate people bicycling from motor vehicles. There are several design options for this type of infrastructure including installing them at the same grade of the adjacent sidewalk but separate from pedestrian areas, or at street level and separated from vehicles by a barrier. A dense network of protected bicycle lanes has been recommended within the downtown core as this will accommodate the high demand for and potential growth of bicycling within the area. Protected bicycle lanes are part of the AAA bicycling network providing direct access to downtown Saskatoon and other commercial centres throughout the City.

### Key Design Considerations:

- Protected lanes are recommended on streets with larger blocks and limited residential and commercial driveways
- Suggested on corridors with high bicycling potential
- Protected bicycle lanes are typically used on multi-lane streets with higher traffic volumes
- Bicycle lane symbol should be used to define dedicated space for bicyclists
- Barriers used to separate bicyclists can include features such as bollards, curbs, or planters and should be marked by two solid white lines with diagonal hatching ❶
- The width of a one-way protected bicycle lane should be sufficiently wide to support higher speeds and avoid catch basins along the curb ❷
- All-year maintenance, including snow clearance of protected bike lanes on busy routes, should be a priority and considered during design

Street Typology	Primary Application
Freeways & Expressways	
<b>Limited Access Arterials</b>	✓
<b>City Arterials</b>	✓
Community Arterials	
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

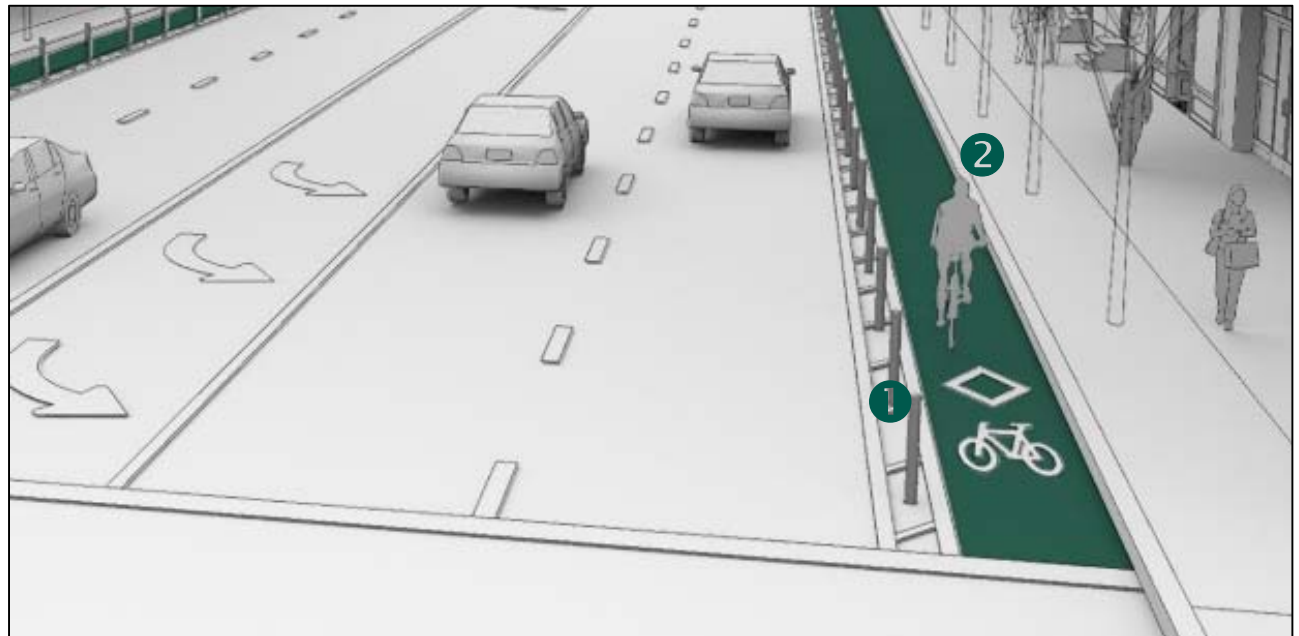


Figure 43 - Protected Bicycle Lanes



## BICYCLE LANES (OPTIONAL BUFFER)

Conventional or buffered bicycle lanes are similar to protected lanes in that they are separated from the adjacent travel lane. Unlike protected bike lanes, buffered bicycle lanes do not provide physical barriers such as bollards, curbs or planters, and are generally considered more comfortable than conventional painted bicycle lanes due to the spatial separation between bicyclists and adjacent traffic lanes. Conventional and buffered bicycle lanes are not considered AAA bicycling facilities.

### Key Design Considerations:

- May be used anywhere a AAA facility is determined as not necessary or there is limited space
- Suggested on corridors where vehicle speeds and volumes are high and there is on-street parking
- May be used on streets with two or more lanes
- Bicycle lane symbol should be used to define dedicated space for bicyclists
- Buffers may be placed either between the bicycle lane and the motor vehicle lane or between the bicycle lane and parked vehicles, or both
- Buffer area should be marked by two solid white lines with diagonal hatching ❶
- The width of a one-way conventional or buffered bicycle lane should be consistent across the City ❷
- Limited use on roadways with several driveways to adjacent properties
- Coloured asphalt or paint may be used to highlight prominence of bike lanes at intersections and conflict zones including laneways and driveways
- All-year maintenance, including snow clearance of bike lanes on busy routes, should be a priority and considered during design
- Buffered bicycle lanes are preferred on 4 or more lane roadways, and lanes without a buffer can be used on 2/3 lane roadways

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
<b>City Arterials</b>	✓
<b>Community Arterials</b>	✓
<b>Suburban Centre Arterials</b>	✓
Urban Main Streets	
Downtown Commercial Streets	
<b>Parkways</b>	✓
Neighbourhood Connectors	
Local Streets	
<b>Industrial Streets</b>	✓
Shared Streets	

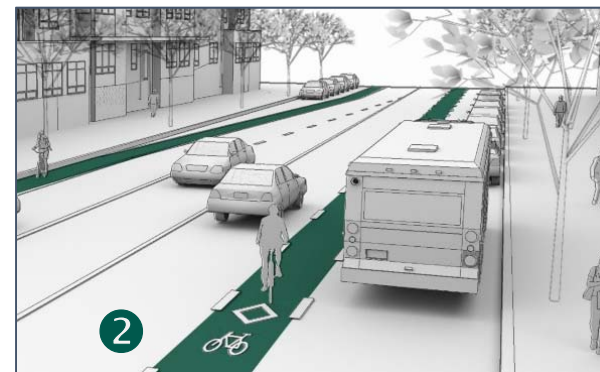
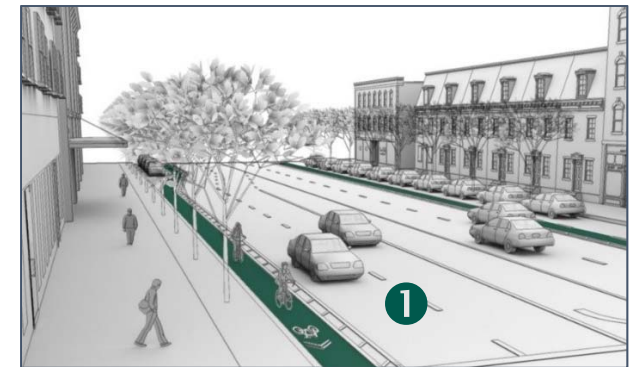


Figure 44 - Bicycle Lanes (Optional Buffer)

## BICYCLE BOULEVARDS

Bicycle boulevards are recommended on streets with low volumes and speeds that typically serve neighbourhood travel. Most applications of bicycle boulevards provide an alternate route where bicycle facilities on parallel arterial streets may not be appropriate. Bicycle boulevards are shared roadways with operating conditions that prioritize people bicycling on the street and that have been designed to limit exposure to motor vehicles.

### Key Design Considerations:

- Bicycle boulevards are critical to achieving the goals for the AAA bicycling network by providing a high standard of safety and comfort to a broad cross-section of people
- Bicycle boulevards are most suitable for roads classified as local streets or shared streets with less than 2,000 vehicles per day
- Bicycle boulevards should have signs, pavement markings, traffic calming measures and specialized crossing treatments that calm traffic and discourage through-trips by motor vehicles
- As part of the AAA bicycle network, bicycle boulevards should be priority routes for snow removal to bare asphalt within 24 hours of snowfalls
- An important component of bicycle boulevards are intersection treatments with major roadways
- Vehicle movements may be restricted to discourage shortcutting vehicles and maintain low traffic speeds and volumes

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
Community Arterials	
Suburban Centre Arterials	
Urban Main Streets	
Downtown Commercial Streets	
Parkways	
Neighbourhood Connectors	
<b>Local Streets</b>	✓
Industrial Streets	
<b>Shared Streets</b>	✓

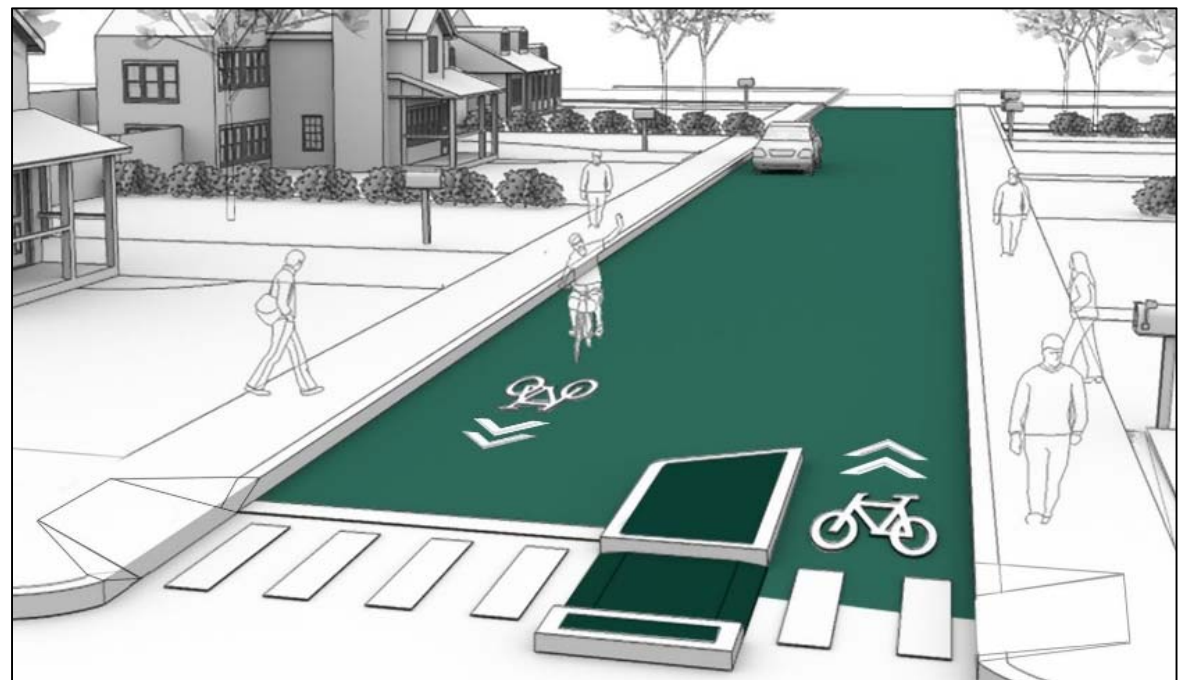


Figure 45 - Bicycle Boulevards

## SHARED-USE LANES

Where it is not feasible or appropriate to provide separated bicycle lanes, there may be some streets where bicyclists, motorists, and transit vehicles share travel lanes. Saskatoon has historically utilized shared lanes throughout downtown. Marked shared bicycle lanes are indicated by specific bicycle symbol called shared lane markings or ‘sharrows.’ Sharrows are meant to remind road users that bicycles will share the street lanes as a vehicle when facilities are not present. **The AT Plan suggests that no additional shared-use lanes be installed as every street in Saskatoon has shared use space for people driving, riding transit or bicycling.**

### Key Design Considerations:

- Although the **AT Plan** does not promote implementing additional marked shared lanes, they are recognized in this toolkit for maintenance purposes and where other treatments may not be viable
- Should not be used on streets with greater than 50km/hr speed limits, or where traffic volumes are higher than 5,000 vehicles per day
- Shared lane markings should be placed on a location that is outside the door zone of parked vehicles
- Consider removal of travel and/or parking lanes as well as median areas to accommodate a bicycle lane before using marked shared use lanes
- Marked shared use lanes are flexible to the presence of on-street parking and driveways

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
Community Arterials	
Suburban Centre Arterials	
Urban Main Streets	
Downtown Commercial Streets	
Parkways	
<b>Neighbourhood Connectors</b>	✓
<b>Local Streets</b>	✓
Industrial Streets	
Shared Streets	

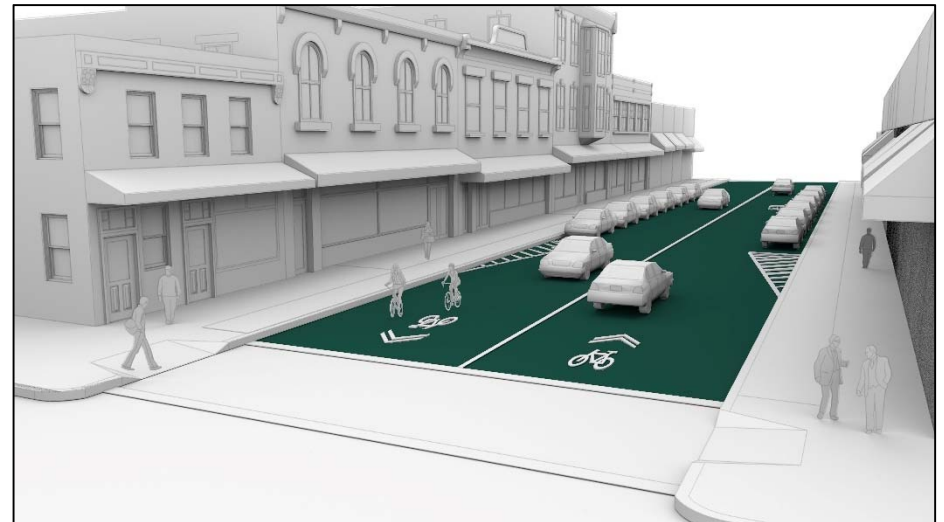


Figure 46 - Shared Use Lanes

## 5.2.2 Transit

Ultimately, rapid transit is intended to provide attractive transportation choice while at the same time shaping and supporting higher density growth with a mixture of land uses. Rapid transit systems are also unique from the rest of the transit system providing identifiable corridors, mostly or entirely separated travel lanes, and enhanced transit stations for the comfort of passengers.

Saskatoon's **Growth Plan** identifies Bus Rapid Transit (BRT) corridors that will form the spine of the transit system. As bus service increases across Saskatoon, more routes will be directed toward the Red Line BRT illustrated in **Figure 9**. Blue Line BRT will be implemented as required. Customers will experience a bus every 5 minutes along major corridors such as 22nd Street, College Drive, Preston Avenue, and 8th Street. In the long-term, the Red Line BRT corridor will provide approximately 22 km of bus-only lanes and 25 stations between Blairmore, University Heights and Holmwood, with direct connections to the Downtown and University areas.

The following discussion within this section of **the Guide** describes the three forms of bus lanes – curb, centre and side running. In most communities, curb bus lanes are often the starting point for higher capacity BRT facilities. In turn, the higher capacity facilities such as centre and side running may eventually be the pre-condition to Light Rapid Transit if ridership increases significantly.



## CURB BUS LANES

Curb bus lanes operate on the right side of multi-lane roadways, typically alongside the curb and sidewalk area. Along streets with bulb-outs, curb bus lanes may be off-set or separated by parking or transit stop areas. As a minimum, curb bus lanes can be distinguished by pavement markings and overhead signage. Coloured asphalt depicting segments of bus lanes is used in some communities to increase awareness through conflict zones, but is not essential. These lanes are generally open to right turn vehicles at intersections and function as turn lanes to driveways for adjacent sites. Where space permits, bus lanes in many communities can also operate as shared bus/bicycle lanes.

### Key Design Considerations:

- Standard markings and signage separating bus lanes is essential to discourage use of bus lanes by other traffic
- Curb bus lanes are typically created with the removal of a travel lane, parking lane or other street treatments such as centre medians and/or boulevards
- Periods of operation for bus only may be flexible and expanded from peak only to all-day use as service frequency and ridership increases.
- Timeframes should ensure sufficient service operation to avoid ‘empty lane’ syndrome
- Bus lanes may be separated to bypass buses at stations
- Curb-side parking should ideally be limited or restricted on corridors with curb bus lanes
- Measures to reduce conflicts with right-turn vehicles should be considered through signage, particularly at minor intersections
- Stops or stations on curb bus lanes are generally spaced more than **400m** apart in urbanized areas and over **800m** in suburban parts of the community
- The minimum width of a bus lane should be no less than the permissible curb width for typical travel lanes, possibly wider if shared with bicyclists

- Station dimensions should be typically designed for anticipated passenger loads with the ability to support two spaces for buses. In the downtown areas of the City, the length of stations will be longer to support multiple routes picking up and dropping off passengers at multiple locations
- Bus stops and lanes must be a priority for snow clearance
- Monitoring and enforcing of unauthorized vehicle use is essential
- Camera enforcement with tow-away service is usually needed for peak-only curb bus lanes

Street Typology	Primary Application
Freeways & Expressways	
<b>Limited Access Arterials</b>	✓
City Arterials	
Community Arterials	
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

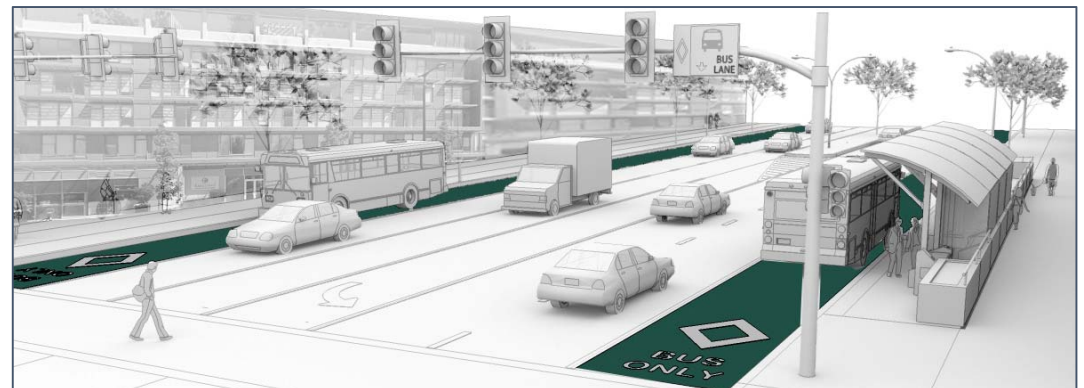


Figure 47 - Curb Bus Lanes

## SIDE BUS LANES

Side running bus lanes provide dedicated space for bus use only. As a separated area of the road, conflicts with general purpose traffic are limited to signalized intersections and minor cross-streets where applicable. In comparison to curb bus lanes, side bus lanes serve to reduce transit travel times and increase reliability for transit customers. The configuration of side running bus lanes prevents use for general purpose traffic or parking at any time and would eliminate access to adjacent property driveways and most minor intersections. Side running bus lanes are typically most effective on street blocks without driveway access and where passenger activity is highest on one side of the street.

### Key Design Considerations:

- Side bus lanes could potentially be used on the Red Line BRT corridors identified in the **Growth Plan**
- Side-running bus lanes typically require reallocation of space for vehicles and involve major changes to the roadway and utilities
- Consider the impacts on general purpose traffic across the network of roadways, not just the street supporting BRT
- Access to minor cross-streets and properties are restricted along the side of the street accommodating side running bus lanes
- Snow clearance of stop areas and bus lanes must be a priority
- Stops or stations on side bus lanes are generally **400m** apart in urbanized areas and over **800m** in suburban parts of the community
- Standard pavement markings and signage is essential for discouraging use of bus lanes by other traffic
- The bus lane width should be sufficiently wide enough to support two-way bus services and to ultimately support conversion to LRT
- Station dimensions should be typically designed for anticipated passenger loads with the ability to support two spaces for buses. In the downtown and university areas of the City, the length of stations will be longer to support multiple routes picking up and dropping off passengers at multiple locations

Street Typology	Primary Application
Freeways & Expressways	
<b>Limited Access Arterials</b>	✓
City Arterials	
Community Arterials	
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

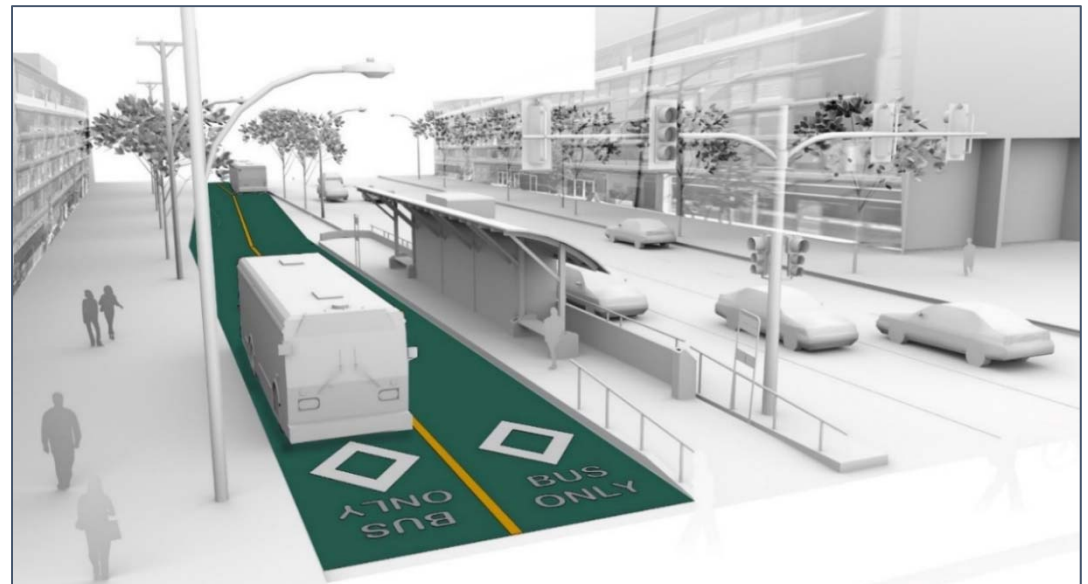


Figure 48 - Side Bus Lanes

## CENTRE BUS LANES

Centre bus lanes provide dedicated space for bus use only. Unlike curb bus lanes, conflicts with general purpose traffic are limited to signalized intersections where left turn vehicles must be accommodated – typically with left turn lanes – and mid-block left turn access is restricted. Centre bus lanes eliminate any impacts from right turn vehicles, including mid-block access to minor streets and adjacent properties. Right turn access to all properties and adjacent intersections could be maintained throughout. The separation from other traffic allows centre bus lanes to provide better service and capacity with fewer conflicts that may impact travel time and reliability relative to curb bus lanes.

### Key Design Considerations:

- Centre bus lanes could potentially be provided on the Red Line BRT corridors identified in the **Growth Plan** in the long-term
- Space for centre bus lanes are created with the removal of travel lanes, parking lanes or other street treatments such as centre medians and/or boulevards
- Consider the impacts on general purpose traffic across the network of roadways, not just the street supporting BRT
- Consider the impacts on property access and circulation patterns along the corridor, especially left turn restrictions
- Stops or stations on centre bus lanes are generally spaced **400m** apart in urbanized areas and over **800m** in suburban parts of the community
- Standard pavement markings and signage is essential for discouraging use of bus lanes by other traffic
- The bus lane width should be sufficiently wide to support two-way bus services and ultimately conversion to LRT
- Station dimensions should be typically designed for anticipated passenger loads with the ability to support two spaces for buses. In the downtown and university areas of the City, the length of

stations will be longer to support multiple routes picking-up and dropping-off passengers at multiple locations

- Snow clearance of stop areas and bus lanes must be a priority
- Coloured pavement may be used to highlight the prominence of bus lanes to other drivers, but is not essential

Street Typology	Primary Application
Freeways & Expressways	
<b>Limited Access Arterials</b>	✓
City Arterials	
Community Arterials	
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

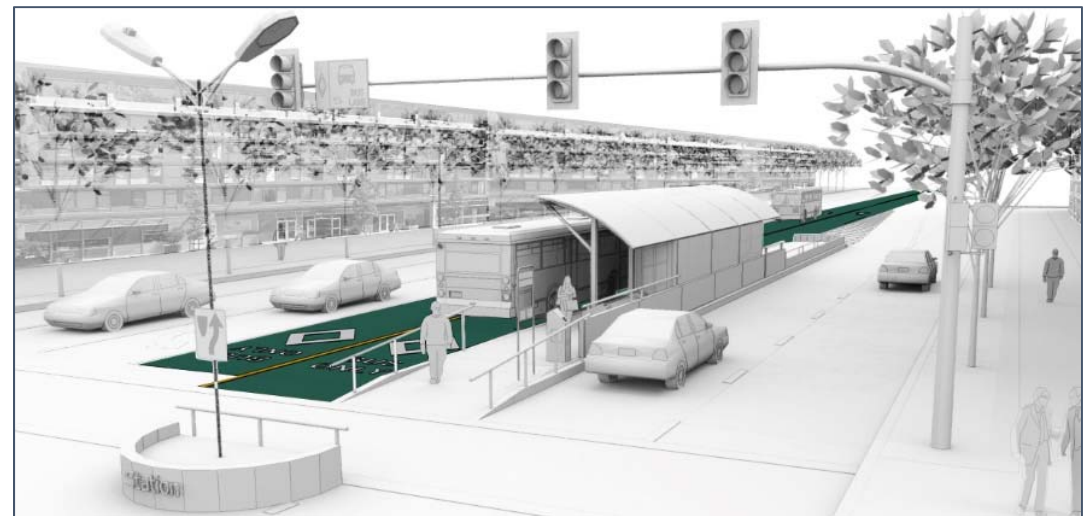


Figure 49 - Centre Bus Lane

### 5.2.3 Alternative Curbside Treatments

The **Growth Plan** supports long-term policies for sustainable modes of travel as well as creating vibrant street environments in the downtown, along high priority growth corridors and in suburban centres. In support of improving mobility for everyone and encouraging sustainable modes, **the Guide** identifies alternative curbside treatments and uses along downtown commercial street, urban main street and suburban centre arterial street typologies.

Continuing to increase accessible parking stalls in critical locations where sidewalk areas and crossings are also accessible is essential to improving mobility for people with physical and cognitive challenges. Curbside space may also be used for on-street bicycle parking or even bike share stations if the City considers such a program as well as supporting other sustainable modes that include electric vehicle charging stations and car share parking spaces.

As extensions of the urban realm in urban areas, Saskatoon may consider curbside space being used to support sidewalk activity. The City currently allows the implementation of parking patios – or temporary platforms installed over parking space for public seating areas.





## ACCESSIBLE ON-STREET PARKING

Accessible on-street parking contributes toward overall mobility and accessibility of an area, and by providing for people with physical disabilities, street designs support everyone. The City designates accessible parking throughout the busiest areas of the city such as the downtown and main street areas. In Business Improvement Districts (BIDs), vehicles with accessibility placards can park in loading zones for the same fully allotted time period as allowed in standard parking stalls (typically 3 hours) and in standard stalls for as long as they need.

### Key Design Considerations:

- Accessible parking should only be considered where there is parallel on-street parking
- The City designates accessible parking on a request basis
- Accessible parking should only be provided on roadways with a less than 2% slope where there are accessible curb ramps nearby
- Accessible parking should be located in areas that are close to accessible building entrances, ideally nearby public facilities such as health care facilities, and libraries
- Parking spaces should be marked with standard signage and pavement markings to increase compliance. Signage should be placed at the head of each parking stall for visibility
- Residents using accessible parking must have accessible parking placards placed clearly on their dashboard inside the vehicle
- Accessible parking stalls can be accommodated on a request basis anywhere on-street parking is permitted

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
Community Arterials	
Suburban Centre Arterials	
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
<b>Neighbourhood Connectors</b>	✓
<b>Local Streets</b>	✓
Industrial Streets	
Shared Streets	

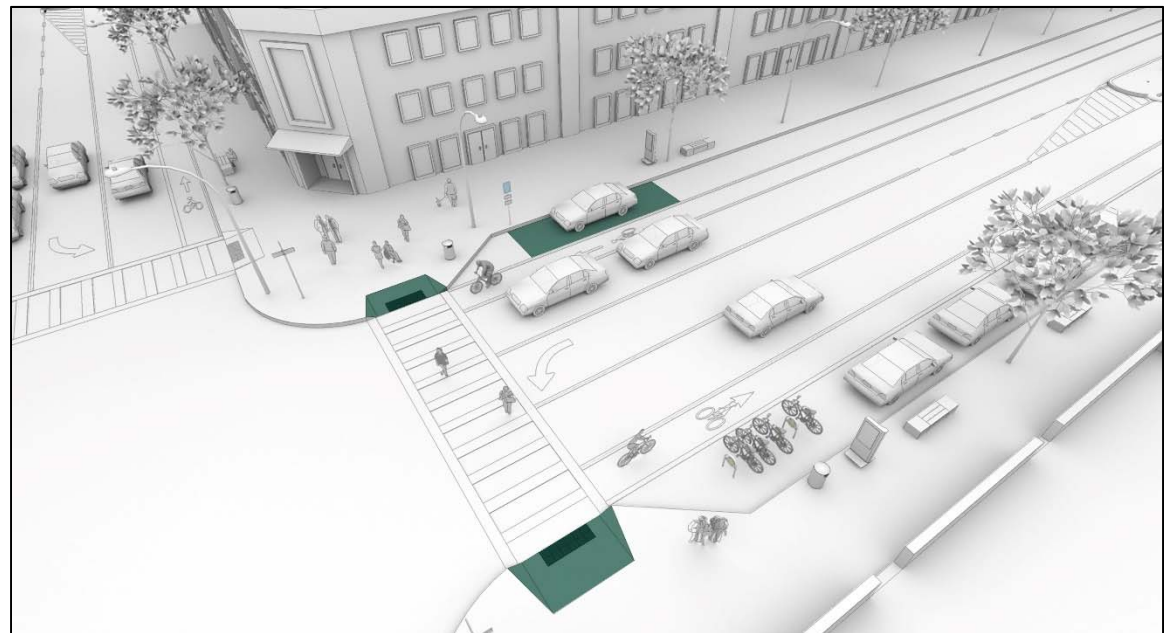


Figure 50 - Accessible On-Street Parking

## ON-STREET BICYCLE PARKING

Secure, visible bicycle parking is essential for encouraging bicycling to the City's downtown and main street areas. Although public bicycle parking is typically provided within the furnishing zone of the sidewalk area, on-street bicycle parking should also be considered in the busiest areas of the City. As AAA bicycling facilities in the City's downtown area increase, the City may wish to consider implementation of a bike share program. Design for bike share parking is similar to on-street bicycle parking treatments.

### Key Design Considerations:

- Consider provision of on-street bicycle parking where demand is high and the furnishing zone width is constrained
- Bicycle racks must be permanently installed to a paved surface and protected by bollards or other fixed methods ①
- The typical length of an on-street parking stall can accommodate 10 or more bicycle parking stalls
- Bicycle racks must need minimal maintenance with adequate clearances from adjacent parking stalls ②
- Bicycle rack designs should support the frame of the bike at two points, provide access for all different bike sizes, allow locking at two locations, and be easily accessible
- No matter the size or number of bicycle stalls provided, bicycle racks must be installed so that parked bicycles do not block adjacent travel or bike lanes

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
Community Arterials	
Suburban Centre Arterials	
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	



Figure 51 - On-Street Bicycle Parking

## 5.2.4 Calming Treatments for Urban Streets

With street treatments for each mode as previously described, the City will want to ensure that traffic operates at speeds suitable to the context of the roadway. Vehicle speeds on urban main street, downtown commercial street and suburban center arterial street typologies must be sensitive to the larger presence of people walking, bicycling, and using transit, as well as the vibrancy of land uses that surround them. In many cases, these people may be crossing streets to visit destinations between nearby intersections. Higher traffic volumes combined with higher speeds can remain a barrier for all modes regardless of the design treatments, and will impact desirability for street-oriented land uses. Along these streets, drivers should expect to move at slower speeds despite being a non-residential area with higher traffic volumes.

**Neighbourhood Traffic Management Guidelines and Tools** is a document developed by the City to address concerns about traffic in residential areas on public lanes, local, and collector streets. The report also identifies the types of traffic calming measures that will be considered to address neighbourhood traffic related issues. These treatments include horizontal deflection (curb extensions, raised medians, roundabouts, and choker points), vertical deflection (raised crosswalk, textured crosswalk, raised intersection, speed hump, speed table, and speed cushion) as well as obstructions (diverter, right-in/right-out island, full closure, directional closure, and intersection channelization).

Beyond the neighbourhood traffic calming measures that apply to local and collector roadways, **the Guide** provides a toolkit of treatments that may be considered to manage travel speeds on non-residential street typologies – urban main streets, downtown commercial streets, suburban centre arterials and community arterials.

## DESIRED LANE WIDTHS

In built up urban areas, the configuration and width of roadways impacts the availability of space on Saskatoon's streets. Every metre of the right-of-way should be treated as valuable space where trade-offs are typically required to support mobility, comfort for travel, and creating spaces for people. Conversely large lane widths for vehicles can significantly reduce the space that is most needed for priority modes such as bicycling and pedestrians.

In newer or expanding areas of the City where the right-of-way is less constrained, design standards have been established in the **City of Saskatoon Design and Development Standards Manual**. For example, recommended arterial and collector road travel lane widths are set at **3.6m**. Bike and parking lane width standards are generally set at **1.5m** and **2.4m** respectively. As is the case in most cities, these vehicle travel lane standards are conservatively large, and the widths for bicycle, parking and pedestrian facilities often reflect a minimum acceptable dimension.

The travel lane widths used on urban streets can vary from one community to the next, whereas minimum bicycle and parking lane widths are similar to those used in Saskatoon. A wide travel lane that is referred to in the **Design and Development Standards Manual** for collector and arterial roads may be appropriate on high volume streets and/or truck routes. In these cases, wider lanes are important to ensure safe, efficient movement of larger vehicles on higher speed corridors.

On streets where there is a larger presence of pedestrians and bicyclists as well as street-oriented land uses, most types of motor vehicles can operate with **3.2m** lane widths for through travel lanes and **3.0m** for turn lanes. Narrower lane widths will typically manage traffic speeds and increase comfort and safety for vulnerable road users.

**Transportation Association of Canada** research has found that there is limited safety benefit for automobiles derived by widening lanes beyond **3.2m**. In fact, the research found that widening beyond **3.7m** may be a detriment to road safety.

For freeways and limited access street typologies, the City may continue to utilize the wider lane widths and provide protected space for bicyclists and pedestrians where present. For city arterials, community arterials, suburban centre arterials, urban main street and downtown commercial street typologies, consideration should be given toward reducing travel lane width design standards. Narrower lane widths will improve safety and comfort in those areas where pedestrians and bicyclists are most present and will further support street-oriented lane use patterns. In some short road segments, mid-block pinch points and through intersections, lane widths for all modes may be reduced to manage space while maintaining visibility and awareness.

### Key Design Considerations:

- Consider using narrower travel lane widths on streets with high volumes of pedestrians and bicyclists
- In some areas, short sections of travel lane may reduce even further at mid-block pinch points or intersections
- Wide bicycle and parking lanes should be discouraged
- With narrower lane widths, the appropriate boulevard/furnishing zone should be present to accommodate snow storage



Figure 52 - Desired Lane Width

## MID-BLOCK NARROWINGS

Mid-block narrowing is already found along many non-residential streets of Saskatoon such as 2<sup>nd</sup> Ave downtown. Beyond creating a narrower lane width, this treatment functions as a ‘pinch point’ on the roadway with extensions of the curb on both sides of the street. Mid-block narrowing has been demonstrated to reduce vehicle speeds on major roadways during all periods of the day and can provide a street crossing where there are land uses with high pedestrian activity between intersections.

### Key Design Considerations:

- Mid-block narrowing is most effective on two lane roadways with parking on either side of the street ❶
- The location and landscape treatments should not impact driver sight-lines
- Mid-block narrowing should be as wide as the nearby parking space and of sufficient length to be visible and increase driver awareness
- Minimum lane widths for all modes as previously described can be used through the mid-block narrowing area
- Lanes for bicyclists should continue through the narrowing where space permits. ❷ Otherwise, shared lane markings should be used to increase driver awareness. This shared use lane configuration should be avoided in locations where bicyclists must ride uphill
- Crossings should be universally accessible for all ages and abilities with proper ramp design ❸
- Consideration may also be given toward using tactile warning strips
- Areas may be used for temporary snow storage while clearing during winter months. Snow plow operators require visual queues to the edge of curb when narrowing is not visible

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
<b>Community Arterials</b>	✓
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
<b>Parkways</b>	✓
<b>Neighbourhood Connectors</b>	✓
Local Streets	
Industrial Streets	
Shared Streets	

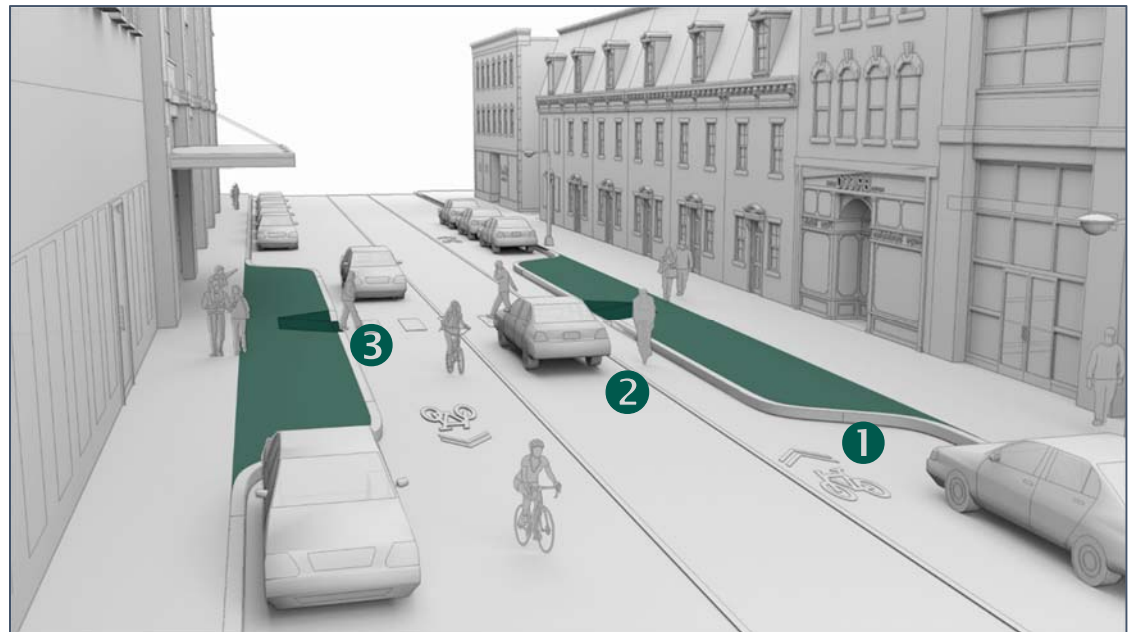


Figure 53 - Mid-Block Narrowing

## MID-BLOCK CENTRE MEDIAN ISLANDS

Centre median islands located between intersections can provide another form of ‘pinch point’ in the roadway to manage speeds and improve pedestrian crossings on urban streets in Saskatoon. Centre medians narrow the travel lanes from the middle of the roadway. Provided that there is ample space for landscaping, they can serve to ‘green’ the roadway and absorb storm water.

### Key Design Considerations:

- Median islands with pedestrian crossings should be placed at locations where land uses on both sides of the roadway attract pedestrians ❶
- Islands should be sufficiently wide for pedestrians to stand comfortably, protected from traffic, and long enough to be a visible change to the roadway
- Pavement markings should be used to increase visibility of the median island for drivers on both approaches ❷
- The crossing for pedestrians should be designed to be universally accessible
- On busier four lane roadways, the pedestrian crossing should be angled through the median so that pedestrians are facing oncoming traffic
- Centre median islands can be designed with or without mid-block narrowing
- Space for sidewalks should not be constrained, and bicycle lanes should continue through the median island treatment area ❸
- Where shared use lanes are used, pavement markings will increase driver awareness. The shared use lane configuration should be avoided in locations where bicyclists must ride uphill

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
<b>Community Arterials</b>	✓
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
<b>Parkways</b>	✓
<b>Neighbourhood Connectors</b>	✓
Local Streets	
Industrial Streets	
Shared Streets	

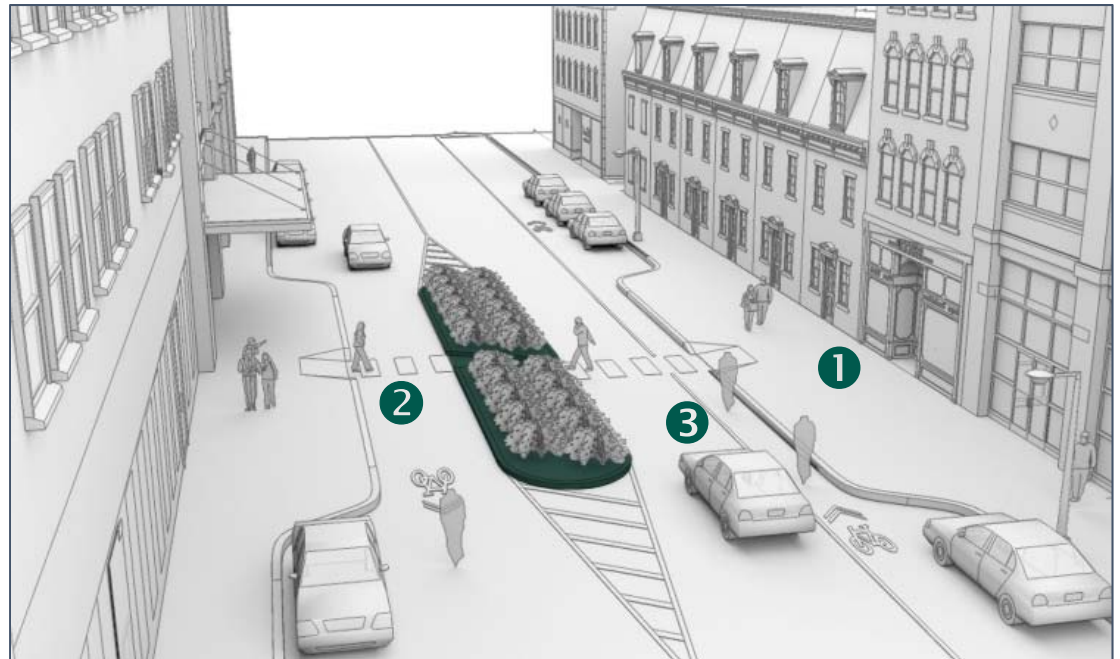


Figure 54 - Mid-Block Centre Median Islands

## 5.3 Intersections

While sidewalk area and street design treatments can provide reasonable separation between modes and street users, most intersections bring every mode together. There are 12 different movements that vehicles, transit, bicycles and pedestrians each can take at an intersection – most of which have conflicts with each other.

While much emphasis in the design of intersections has typically been placed on minimizing delays for vehicles, this is where most collisions occur for all travellers. As the most vulnerable street users, the consequences of collisions for pedestrians and bicyclists are significant, and large intersections in most cities cumulatively form barriers for walking and bike trips as well as transit customers. This is particularly true for people with disabilities.

Good intersection design must strive to make all modes comfortable and safe. Reducing the barriers for all modes and making them accessible will ultimately make the City's intersections supportive of people of all ages and abilities. As a minimum, the space and travelled pathway for all modes entering the intersection should be clear and visible, and, ideally, dedicated space will increase awareness and respect when crossing paths of different users. This makes intersections more intuitive and predictable for all modes passing through.

This section of **the Guide** provides a 'toolkit' of treatments for accommodating pedestrians, bicyclists, transit, and vehicles within the intersection environment. Much like streets, the toolkit does not offer a template for intersections, but rather a range of treatments for each mode on the most critical features of complete streets.

Any changes to retrofit intersections must be cognizant of the long-term goals and needs for all modes while considering context. In the transit-oriented areas of the City where walking, bicycling, and transit use is expected to grow, steps should be taken to accommodate this change before the needs or demands are present.

### 5.3.1 Pedestrian Treatments for Urban Street Intersections

Beyond the sidewalk area treatments described earlier in **the Guide**, pedestrian treatments at intersections are vitally important to the walkability and accessibility of Saskatoon. Wide sidewalks with attractive street furnishings and active uses within the frontage zones cannot overcome the barriers to walking created by poorly designed intersections. Along with bicyclists, pedestrians can be the most vulnerable travellers entering signalized and un-signalized intersections, and the cumulative impacts of auto-centric intersection designs can ultimately create significant barriers to walking and in turn the vibrancy of streets.

With commitments for increased walking in Saskatoon, the need for attractive streets accommodating people of all ages and mobility levels requires intersection treatments to be designed for pedestrians. Intersections must be designed to reduce vehicles speeds and increase the visibility and safety of pedestrians while minimizing conflicts between vehicles and vulnerable modes. The geometry of intersections must better accommodate people with physical and cognitive disabilities, ensuring that the City is accessible and comfortable for everyone.

This section of **the Guide** highlights a few of the most critical treatments for pedestrian prioritized intersections on those typologies where the prominence of pedestrians is greatest and traffic volumes are highest – such as urban main streets, downtown commercial streets and suburban centre arterials.

## CORNERS & CURB RADII

Perhaps the most significant challenge with intersection geometry is the balance between accommodating larger vehicles and managing speeds of most traffic making turns in the intersection. The design of corner curbs and particularly the radius can also impact crossing distance for pedestrians.

There are two basic design features to consider when determining the appropriate corner radii at an intersection. The first is the effective turn radius ❶ of vehicles turning corners where sufficient clearance is required for larger vehicles. This is essentially the space needed for vehicles to make a right-turn from one lane to another that may cross parking and bicycle lanes. Another consideration is the actual curb radius ❷ of the intersection corner being designed more for pedestrian safety and comfort in mind. Minimizing the actual curb radius will ensure that pedestrian crossing times are reduced. Pedestrian safety and comfort crossing major roadways is essential for urbanized areas of the City, and in high pedestrian areas, use of channelized right-turn islands should be avoided.

### Key Design Considerations:

- Larger corner radii will increase the length of the crosswalk and crossing time for pedestrians
- A smaller corner radius reduces crossing distance, time, and improves design with two pedestrian ramps that are better aligned with the crosswalk
- Vehicle turning speeds should be limited through an intersection (less than 20km/hr) to improve pedestrian safety
- The actual curb radius design should be defined after considering the effective curb radius.
- The effective curb radius may be minimized by choosing the smallest design vehicle possible, allowing vehicles to cross-over beyond the nearest receiving lane and permit emergency vehicles to utilize the full area of the intersection for making turns

- Considerations to determine curb radius should include: the street types, uses, number and width of receiving lanes, the volumes of large vehicles, and other street uses

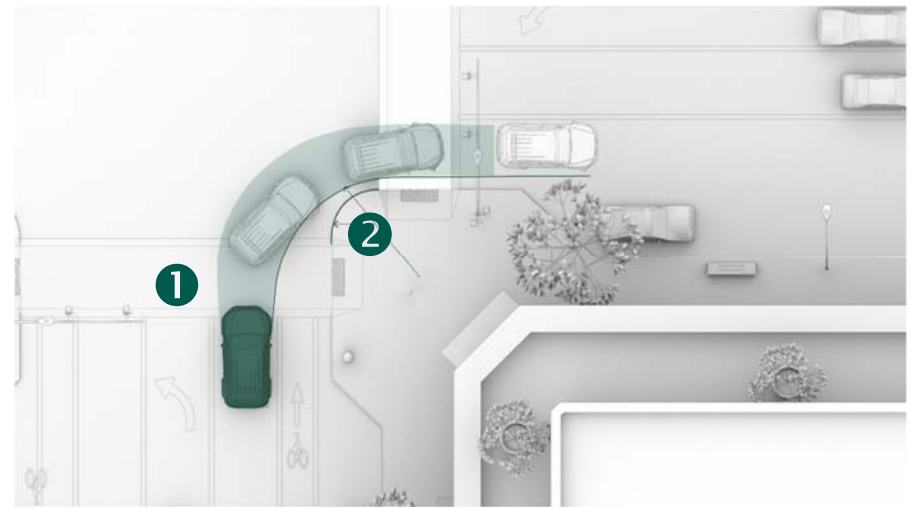


Figure 55 - Curb Radii (Detail)

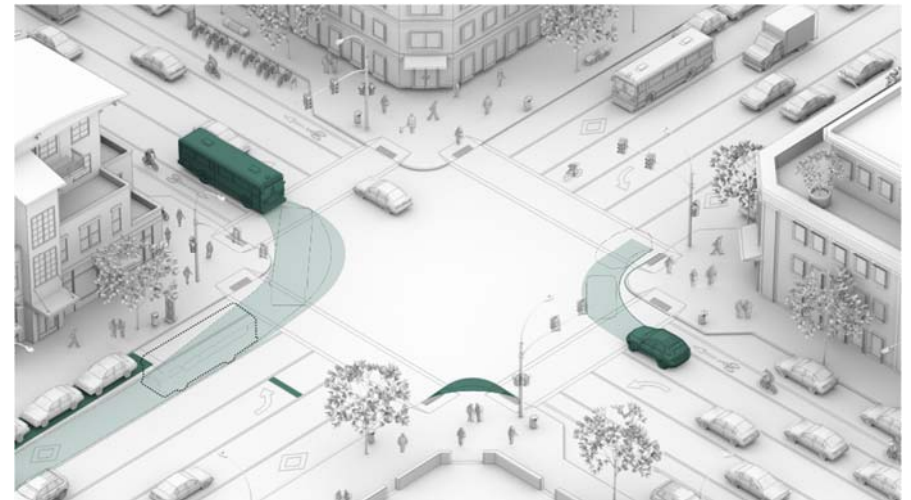


Figure 56 - Curb Radii



## CENTRE MEDIAN CROSSING ISLANDS

In busy pedestrian areas of the City, centre median crossing islands may be provided at signalized and un-signalized locations. They provide pedestrians refuge in the centre of multi-lane streets. For urban main street, downtown commercial street, and suburban centre arterial street typologies with larger volumes of pedestrians crossing the street, median island treatments can be designed to reduce exposure to traffic. Although typically used at signalized intersections, median islands can be used at un-signalized intersections permitting pedestrians to cross in two stages, with a standing area in the middle of the street.

It should be noted that these are different than centre median islands used on major streets to provide separation between higher speed traffic through an intersection and not to accommodate pedestrians.

### Key Design Considerations:

- Crossing islands should be considered on multi-lane streets where crossing distances are four or more lanes
- Centre median crossing islands should extend on both sides of the crosswalk area ❶
- Medians should be the same width as the crosswalk to provide adequate refuge for pedestrians
- The pedestrian crosswalk should extend through the island seamlessly without grade changes to be universally accessible ❷
- Turning vehicles must be accommodated in the design. Larger vehicles will likely cross into other lanes
- Signalized crossings must be timed to allow pedestrians to clear the entire intersection in one stage.
- Pavement markings should be considered to guide motorists around the crossing islands
- Where on-street parking exists, curb extensions may be considered in combination with crossing islands

- The depressed crosswalk through the centre median can accumulate gravel and snow. It is important to keep this area clear

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
Community Arterials	
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

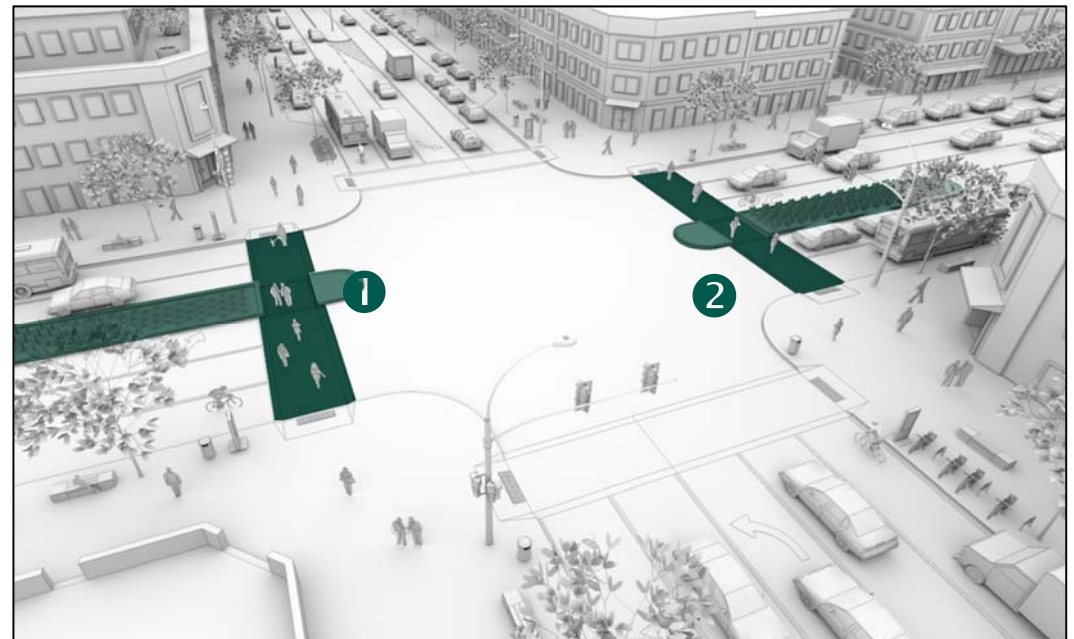


Figure 57 - Centre Median Crossing Islands

## CURB EXTENSIONS & RAMPS

As suggested, curb extensions are essentially extending the sidewalk area around intersection corners. Curb extensions and ramps can be used at both signalized and un-signalized intersections to reduce the crossing distance and exposure for pedestrians. They also provide space for pedestrians to stand comfortably without impacting the pedestrian zone of the sidewalk. Curb extensions narrow the roadway to manage vehicle speeds through the intersection, creating shorter crossing distances and times for pedestrians at signalized intersections, and enhanced traffic and transit flow on these busy streets. Curb extensions and ramps for pedestrians are important at major intersections where pedestrian activity is highest.

### Key Design Considerations:

- Curb extensions may be used on one or multiple corners of the intersection and are typically used in areas where on-street parking is provided ❶
- Intersection curb extensions are important at locations where pedestrian traffic is high and where there are demonstrated pedestrian safety issues
- Consider the impacts on larger vehicles in the design of curb extensions
- The curb extension design should extend into the roadway to the same width as the parking area ❷
- The length of curb extensions should be consistent with parking setbacks or restrictions from major intersections
- Travel and bike lanes can be narrowed to minimum lane widths through the intersection to accommodate curb extensions ❸
- Curb ramps must be universally accessible, contained within the crosswalk and have limited slope between sidewalk and roadway. Detectable warning strips should be considered in busy pedestrian areas ❹
- Curb extensions can be used for temporary snow storage and should be marked for snow clearing equipment
- Considering and retaining the location of existing storm drainage early in the design will minimize costs
- Curb extensions can also form bus bulbs described later in **the Guide**

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
<b>Community Arterials</b>	✓
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
<b>Parkways</b>	✓
<b>Neighbourhood Connectors</b>	✓
Local Streets	
Industrial Streets	
Shared Streets	

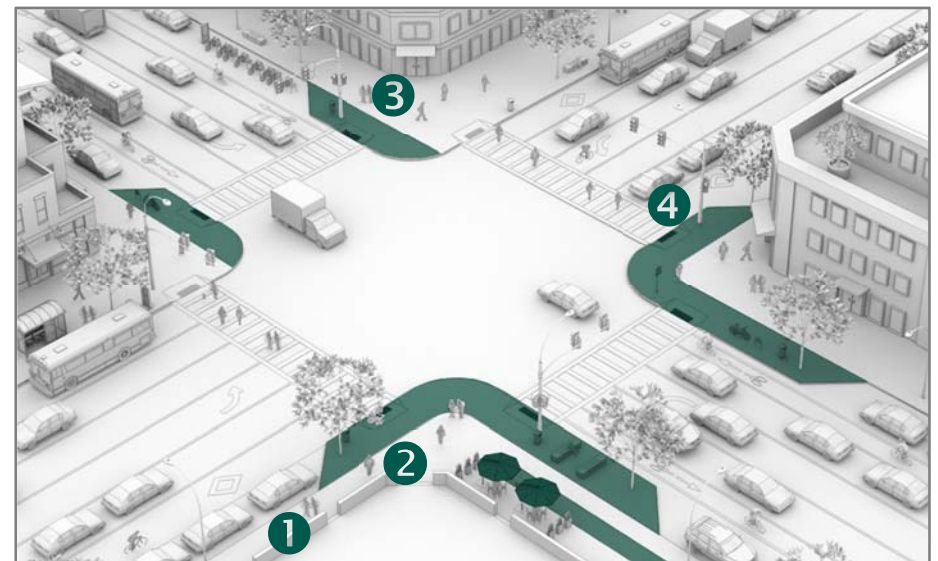


Figure 58 - Curb Extension & Ramps

## STANDARD AND ENHANCED CROSSWALKS

Crosswalks for signalized and un-signalized intersections not only define the space for pedestrians to cross, but are also essential to increase driver awareness. The space provided must be visible and of sufficient size to support the pedestrian demand. On busier streets with higher pedestrian activity, crosswalks form the protected space for people of all ages and mobility levels to safely cross the street.

Saskatoon has two principal crosswalk design treatments. The most common or standard treatment consists of two parallel lines with a stop bar located behind the crosswalk area. ❶ This standard crosswalk treatment is used at both signalized and un-signalized intersections on all classes of roadways. The more enhanced form of crosswalk – zebra style – is more visible for drivers as they approach and travel through the intersection. They consist of bars running perpendicular to pedestrian traffic across the intersection. ❷

### Key Design Considerations:

- Crosswalks should be located and aligned to maximize visibility of pedestrians and to reflect the desired walk path – thus minimizing walk times
- The enhanced crosswalk treatment should be considered where driver awareness needs to be heightened
- Enhanced crosswalks may be suited to intersections near transit stops and stations, adjacent to schools, seniors’ homes, hospital facilities, and other areas with high pedestrian activity
- Ramps for pedestrians to cross should be universally accessible with reasonable grades between sidewalk and street areas
- Standard crossings may be used at most other locations outside the busiest pedestrian areas of the City and where standard signalized and un-signalized intersections exist
- Pedestrian crosswalk requests must adhere to the policy **C07-018 Traffic Control at Pedestrian Crossing**. This policy provides the following hierarchy of typical pedestrian crossing applications: Standard Crosswalk, Zebra

Crosswalk, Pedestrian Corridor, Active Pedestrian Corridor, and Pedestrian Actuated Signal

Street Typology	Standard Crosswalk Applications	Enhanced Crosswalk Applications
Freeways & Expressways		
Limited Access Arterials	✓	
City Arterials	✓	
Community Arterials	✓	✓
Suburban Centre Arterials	✓	✓
Urban Main Streets		✓
Downtown Commercial Streets		✓
Parkways	✓	✓
Neighbourhood Connectors	✓	
Local Streets	✓	
Industrial Streets	✓	
Shared Streets	✓	

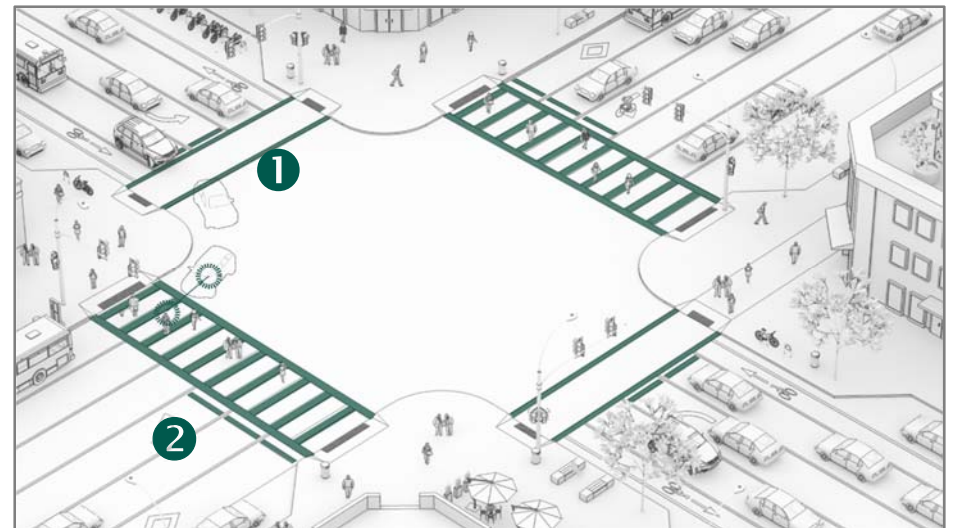


Figure 59 - Standard & Enhanced Crosswalks

## TRAFFIC SIGNALS

Intersection traffic signals are installed in Saskatoon when warranted by traffic volumes, pedestrian activity and other considerations. They are typically implemented to manage delays at busy intersections and to reduce overall travel times for vehicles on cross-streets. As such, implementation of traffic signals is generally centred on cross-streets of major roadways such as the city arterial, suburban centre arterial, urban main street and downtown commercial street typologies.

Many streets can be made more complete simply through signal timing and other design measures. Roadway and intersection traffic signals can be designed to achieve many goals – sometimes in support of each other. Signal timings can be arranged to minimize delays for vehicles by optimizing isolated intersection and/or through coordination of green times between signals on major streets. The timing and features of traffic signals can also be designed to accommodate walking and bicycling and increase safety and priority for vulnerable road users. Areas of high pedestrian activity can have automatic pedestrian signals, instead of requiring the button to be pushed. While faster speeds without signals can reduce travel times for automobiles and transit, the comfort and safety for pedestrians and bicyclists cannot be compromised.

### Key Design Considerations

- Consider multi-modal benefits and impacts of the design and timing of all signalized intersections
- Synchronized or coordinated signal timings are preferred on most arterial roadways and should be set at or below the posted speed suited for the street typology. Signals on other roadways such as community arterials, urban main streets and downtown commercial streets should be coordinated for 30km/hr to 40km/hr.
- Install bicycle signal-heads for signalized intersection on existing and planned bicycle routes

- Signals on bicycle routes should be timed and designed for bicycle commute trip speeds of 15 to 20km/hr
- Countdown signals for pedestrians should be considered at all signalized intersections with high pedestrian activity
- Consider installing accessible pedestrian signals at all intersections with high pedestrian activity such as on downtown commercial street, urban main street, and suburban centre arterial typologies to help users who are visually impaired
- All legs of a signalized intersection should have a marked crosswalk unless there is no pedestrian access on either corner
- Curb extensions and transit bulbs can be used to reduce the crossing times for pedestrians at signalized intersections and improve overall mobility for traffic in many cases
- Advanced right-turn on red where pedestrian and traffic volumes are highest such as on downtown commercial streets may be warranted
- In areas where pedestrian demands may consume much of the green time for traffic, an advanced right-turn signal for traffic will permit a few more vehicles to get through the area while pedestrians wait.
- Signals and signage prioritizing transit should be implemented on the Red and Blue Line BRT corridors and all timing along these routes should be designed to prioritize buses



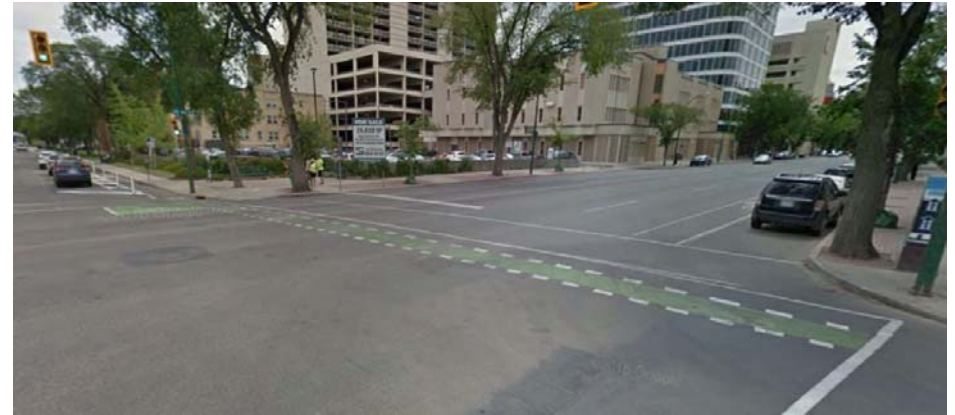
## 5.3.2 Bicycle Facilities at Intersections

The **Active Transportation Plan (AT Plan)** envisions the implementation of 350km of bicycling facilities across the City over the next 30 years. Bicyclists are among the most vulnerable road users, with many collisions occurring at intersections resulting in significant injuries or fatalities. As illustrated in **Figure 60**, many of the collisions involving bicyclists occur along some of the busiest corridors within the Central Business District, along 8<sup>th</sup> Street East, 22<sup>nd</sup> Street West, 20<sup>th</sup> Street West, 33<sup>rd</sup> Street West, and Idylwyld Drive.

Good intersection design can make bicycling more comfortable, more attractive, and reduces conflicts between motor vehicles and pedestrians. Some of the principles used to guide the design of bicyclists through the intersection include:

- Providing a continuous and clear route for bicyclists through the intersection
- Ensuring visibility of bicyclists for motorists approaching and entering the intersection using pavement markings and signage
- Managing conflicts with turning vehicles as well as pedestrians crossing at the intersection
- Designing signals to accommodate clearance times for bicyclists through the intersection

This section of **the Guide** outlines specific design treatments for bicycle facilities through intersections that must be addressed when implementing the **AT Plan**. For more detailed information on the design standards for those treatments presented in **the Guide**, the **National Association of City Transportation Officials (NACTO) Bicycle Guide** and **Massachusetts Department of Transportation Separated Bike Lane Planning and Design Guide** provides excellent guidance on designing protected bicycle lanes at intersections.



## BICYCLE LANES AT INTERSECTIONS

Bicycle friendly intersections offer continuous, designated lanes through cross-streets for the comfort and safety of bicyclists and the visibility and awareness of other modes. The City has used both dashed pavement markings and coloured pavement markings to delineate the provision of bicycle lanes through intersections.

### Key Design Considerations:

- Dedicated bicycle lanes through the intersection should be provided for all major signalized intersections served by protected, buffered and standard bicycle lanes
- When combined with right-turn lanes for vehicles, bicycle lanes should remain on the left side of the turn lane ❶
- Intersection crossing markings such as dashed lines, shared lane markings, coloured pavement markings or a crossride can be used through the intersection to define space for bicyclists ❷
- Parking spaces should be set back from the intersection to limit conflicts with bicyclists
- Bicycle lanes through the intersection may be slightly narrower than the standard bicycle lane width in recognition of space constrains – a minimum of 1.3m ❸
- At roundabouts, bicycle lanes should be designed for bicyclists to either merge with traffic on the approach or use a separated space around the intersection parallel to the sidewalk area
- Signal timing designs must be considerate of travel speeds by bicyclists in terms of minimum green intervals and clearance times to allow safe passage
- Signal loops and detectors for bicyclists at the intersection should be placed before the crosswalk to prompt the green phase in much the same way as an actuated pedestrian signal. In some cases, mounted activation buttons may be used for bicyclists on the curb lane
- Bicycle signal heads should be separated and positioned for best visibility of bicyclists to protect from conflicting movements

- Protected signal phases may be used to eliminate conflict between turning motorists and people bicycling through the intersection

Street Typology	Primary Application
Freeways & Expressways	
<b>Limited Access Arterials</b>	✓
<b>City Arterials</b>	✓
<b>Community Arterials</b>	✓
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
<b>Parkways</b>	✓
Neighbourhood Connectors	
Local Streets	
<b>Industrial Streets</b>	✓
Shared Streets	



Figure 60 - Bicycle Lanes at Intersections

## BIKE BOXES

Bike boxes at signalized intersections offer dedicated space for bicyclists to wait and make turns in protected areas. Bike boxes can either be placed on the near-side approach to the intersection or far-side. The near-side placement of bike boxes ❶ allows bicyclists to move to the front of traffic at a red light in order to make a left-turn. Far-side bike boxes allow for bicyclists to turn left after the signal on the cross-street turns green in two stages to avoid potential conflicts with through traffic. ❷

### Key Design Considerations:

- Near-side bike boxes allow bicyclists to comfortably move ahead of traffic before the signal changes to turn alongside left-turn vehicles with the assistance of a turn signal
- Near-side bike boxes should be designed with sufficient depth for bicyclists to comfortably access a space between the stop bar for vehicles and the crosswalk in order to proceed to the front of traffic when the signal is red
- Far-side bike boxes are designed for a two-stage left-turn movement.
- Bicyclists seeing a green light can proceed through the intersection in the bike lane and then wait in the bike box to await the green signal for the cross-street travel.
- Far-side bike boxes can be used with protected and buffered bike lanes on the cross-street or where there is parking on the cross-street
- This protected area provides space for bicyclists to wait before proceeding to complete the left-turn movement in two stages
- When right-turn lanes for vehicles are provided at an intersection, bike boxes can be used to allow bicyclists to proceed to the front of the queue before vehicles turn right

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	✓
City Arterials	✓
Community Arterials	✓
Suburban Centre Arterials	✓
Urban Main Streets	✓
Downtown Commercial Streets	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	✓
Shared Streets	

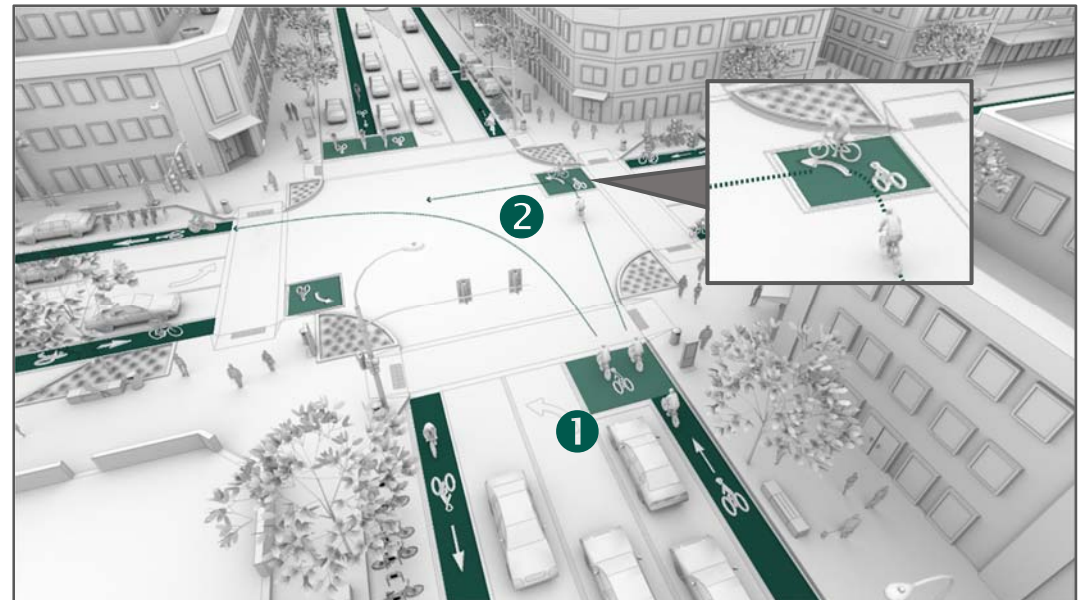


Figure 61 - Bike Boxes

## PROTECTED BICYCLE LANES AT INTERSECTIONS

Protected bike lanes provide physical separation from adjacent travel lanes. This can be achieved through a combination of methods including a parking lane, painted medians, flex posts and/or elevated sections. Approaching intersections, bicyclists using protected bicycle lanes must be visible to drivers and other modes. As such, managing the conflicts between bicyclists within protected bike lanes and turning traffic as well as other modes through design is critical to the successful implementation of the **AT Plan**.

### Key Design Considerations:

- On the near-side approaching major intersections, the buffered or protected area for bicyclists should continue to the stop bar ❶
- Parking restrictions should be set back from the stop bar to ensure that bicyclists approaching the intersection are visible to drivers ❷
- Pavement markings and coloured asphalt should extend through the intersection to increase visibility and awareness of space for bicyclists, especially for right-turn traffic on cross-streets
- In some cases, narrower width bike lanes may be used to both slow bicyclists through the intersection and to manage available space
- Separate bicycle signal heads should be considered to increase awareness and to manage conflicts with turning vehicles ❸
- Left-turn bicycle movements may be accommodated on the far-side of the intersection with a bike box ❹
- Far-side bus stops should be implemented alongside protected bike lanes without impeding the function of the bike lane behind the bus stop / shelter ❺
- At minor intersections, similar treatments are required to increase visibility, safety, and comfort for bicyclists in protected bicycle lanes

Street Typology	Primary Application
Freeways & Expressways	
<b>Limited Access Arterials</b>	✓
<b>City Arterials</b>	✓
Community Arterials	
Suburban Centre Arterials	
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

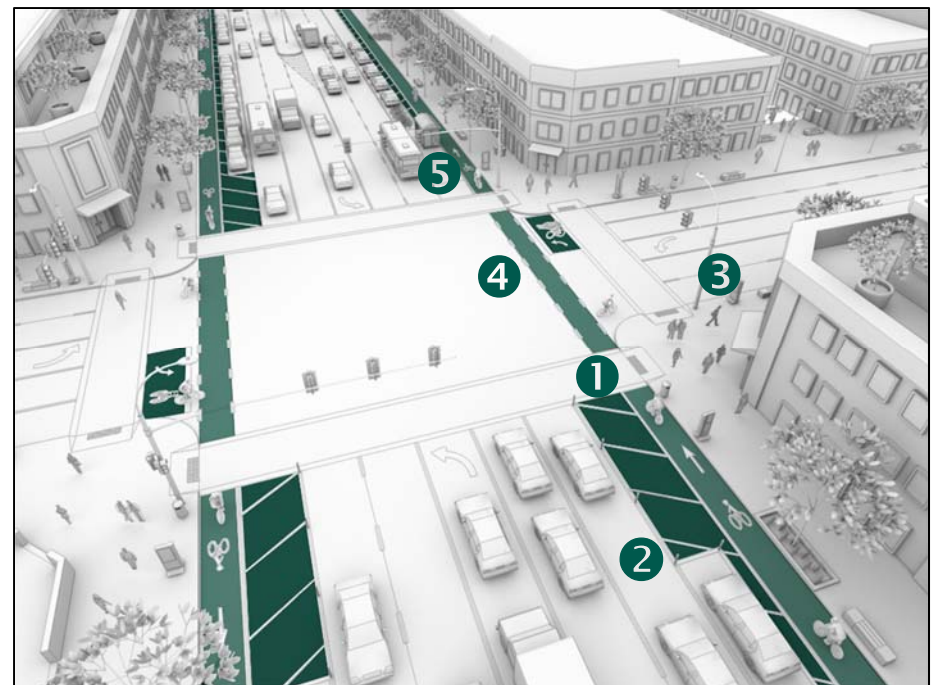


Figure 62 - Protected Bicycle Lanes at Intersections

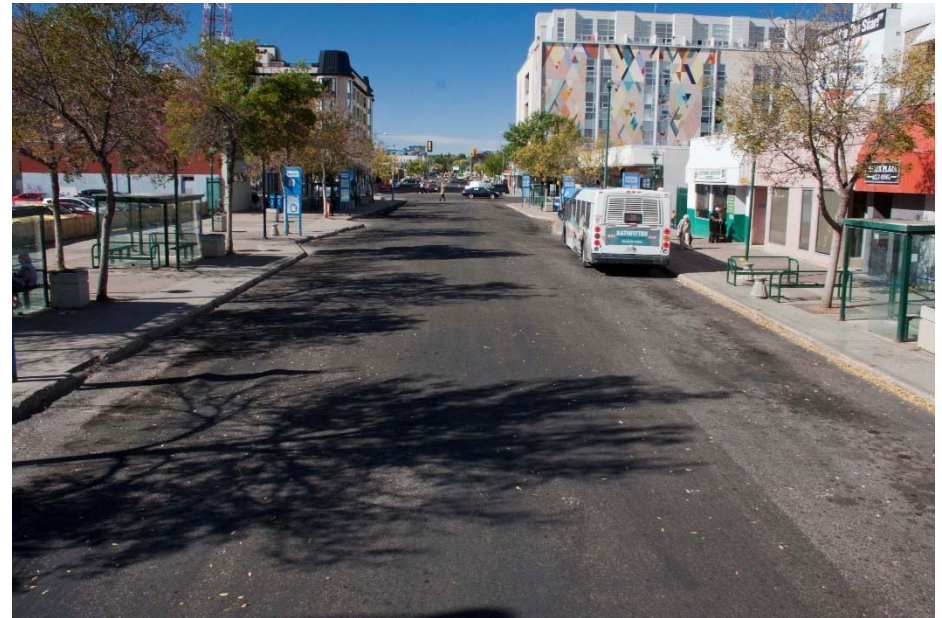


### 5.3.3 Transit Accommodation at Intersections

The **Growth Plan** outlines the overall direction for transit in Saskatoon for the next 25 years. Considerable resources will be directed toward providing more frequent, direct, reliable and comfortable transit services for customers by building a Bus Rapid Transit (BRT) network that serves major corridors transforming them into urban ‘main streets.’

Consistent treatments at intersections are vitally important to transit travel time, reliability of transit, and the customer experience. Intersections are where most transit stops occur and interactions with passengers happen, and waiting at signalized intersections and major stops can account for a significant amount of delay experienced by passengers and the transit operator.

This section of **the Guide** addresses key treatments to minimize delays to buses at signalized intersections in terms of locating stops, providing transit priority treatments as well as off-fare collection areas at rapid transit stations that must be integrated with treatments for BRT lanes as described in Section 4.2.3. While transit accommodation is emphasized, it will be important to consider conflicts between transit vehicles and vulnerable travelers such as pedestrians and bicyclists through intersections. Where space at intersections cannot be provided for each mode, safety of the most vulnerable road users must take precedent in the design of intersections.



## BUS STOP LOCATIONS

Bus stops are located and designed on a site-by-site basis, and can be used to manage delays to transit customers as well as overall costs of transit operations. Ultimately, their location and design must reflect the needs for transit passengers, minimize operator delays, and the safe operation for other modes. In most cases, bus stops should be located at intersections – preferably the far-side. That way, passengers can easily connect with other transit services using appropriately designed crosswalks.

### Key Design Considerations:

- While the number of stops can ensure access to more passengers, their spacing can increase travel times for passengers
- Bus stops should ideally be spaced according to the land uses that surround them and anticipated passenger activity
- In dense urbanized areas of the City, stop spacing may be as little as **400m**, while at least **800m** or more in more suburban areas of the City
- Far-side stops allow buses to utilize signal progression, thus reducing delays at red lights, minimizing conflicts with and delays for right-turn vehicles **1**
- This reduces conflicts with pedestrians that cross behind the bus
- Near-side stops can minimize interference on cross-street traffic when multiple buses arrive at the same time, enabling passengers to board the bus close to intersections and can reduce conflicts to other traffic as pull-outs are available **2**
- Mid-block stops should only be considered in select locations where significant passenger generators are located. When parking restrictions and passenger space is available, mid-block stops can result in fewer conflict points with traffic and other modes at intersections **3**

Street Typology	Primary Application
Freeways & Expressways	
<b>Limited Access Arterials</b>	✓
<b>City Arterials</b>	✓
<b>Community Arterials</b>	✓
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
<b>Parkways</b>	✓
<b>Neighbourhood Connectors</b>	✓
<b>Local Streets</b>	✓
<b>Industrial Streets</b>	✓
Shared Streets	

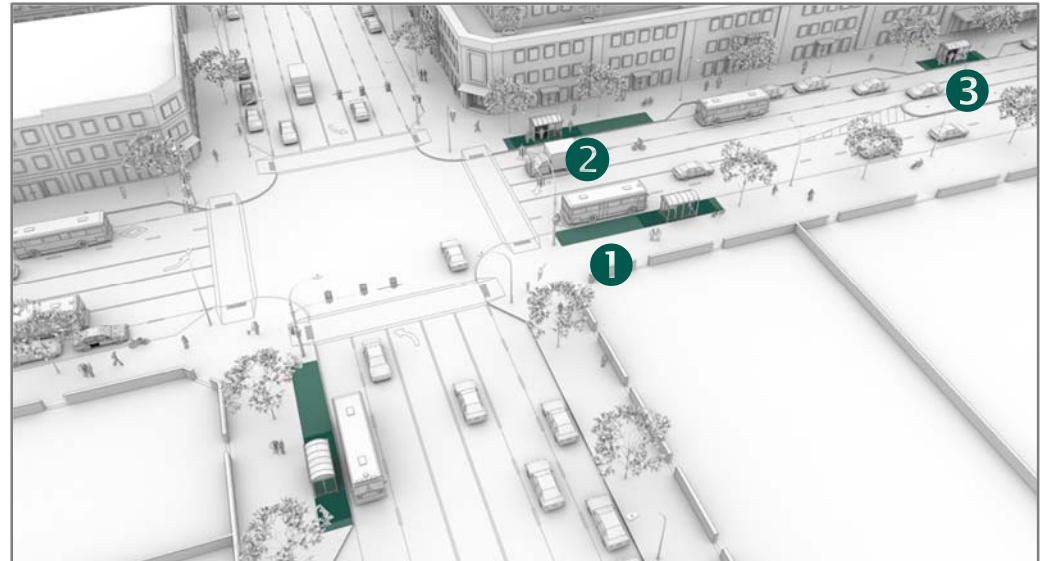


Figure 63 - Bus Stop Locations

## TRANSIT PRIORITY AT INTERSECTIONS

In an effort to make transit more reliable and minimize travel times for customers, the City may wish to consider transit priority treatments at all intersections that experience recurring delays, on routes supporting frequent transit services, and on planned Bus Rapid Transit (BRT) corridors. Transit priority treatments may include, but are not be limited to, signal coordination, queue jumpers at intersections, and bus only lanes. In some areas, the City will want to implement bus only lanes in the most congested areas along the Red BRT Line. In other locations with frequent transit services, other transit priority treatments should be considered.

### Key Design Considerations:

- Signal timing and coordination that prioritizes frequent and rapid transit corridors should be considered for all signalized intersections on both the Red and Blue BRT Lines
- As a minimum, priority can be given to minimize delays in the direction of the rapid transit corridors. Additionally, green times can be extended for buses as they approach a signal or shortened when buses are waiting at the intersection.
- Bus queue jump lanes at signalized intersections can be used to not only bring transit to the front of the queue past traffic, they can also take advantage of the signal priority treatments noted above
- In urban areas of Saskatoon, right-turn lanes can also be used as a bus queue jump lane with priority through the intersection when the light turns green. ①
- Bus queue jump lanes can be used at intersections with or without a bus stop on the near- or far-side
- Overhead signage is required to support right-turn vehicles only, with the exception of buses ②
- Transit operators must be trained on the different forms of transit priority at intersections and how best to manage interactions with other modes

Street Typology	Primary Application
Freeways & Expressways	
<b>Limited Access Arterials</b>	✓
<b>City Arterials</b>	✓
<b>Community Arterials</b>	✓
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

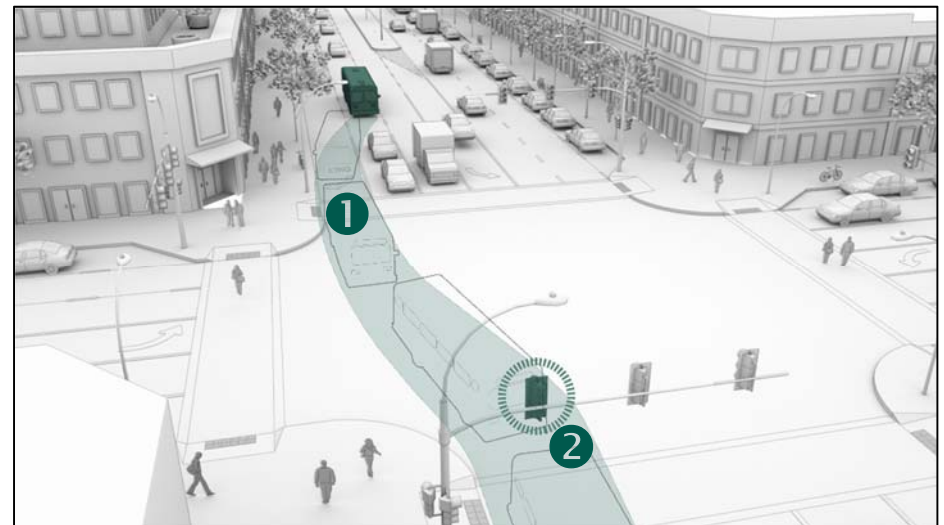


Figure 64 - Transit Priority at Intersections

## BUS BULBS

To reduce the time for buses to pull out of and back into traffic, bus bulbs have been used in Saskatoon to keep transit in the curbside travel lane. This reduces delays to transit and can also serve to enhance stop areas and amenities for passengers.

Bus bulbs are similar to curb extensions found at many intersections. In addition to protecting the parking lane and reducing crossing distance for pedestrians, the extension is much longer allowing for more passenger space and other bus stop functions.

### Key Design Considerations:

- Most appropriate at far-side stops with higher passenger activity
- Bus bulbs at near-side stops are not preferred as they can interfere with right-turn traffic and impact visibility of pedestrians and bicyclists
- The impacts of bus bulbs on traffic operations and safety at the intersection should be considered based on experience elsewhere in the City
- Bus bulbs should be considered on multi-lane roadways to minimize impacts on other traffic ①
- Bus bulbs are only appropriate where on-street parking is present ②
- Consideration must be given toward conflicts with bicyclists through the intersection as well as pedestrian areas
- Bus bulbs will be most effective for reducing transit travel times as well as driver awareness when used in many locations across a corridor

Street Typology	Primary Application
Freeways & Expressways	
Limited Access Arterials	
City Arterials	
<b>Community Arterials</b>	✓
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

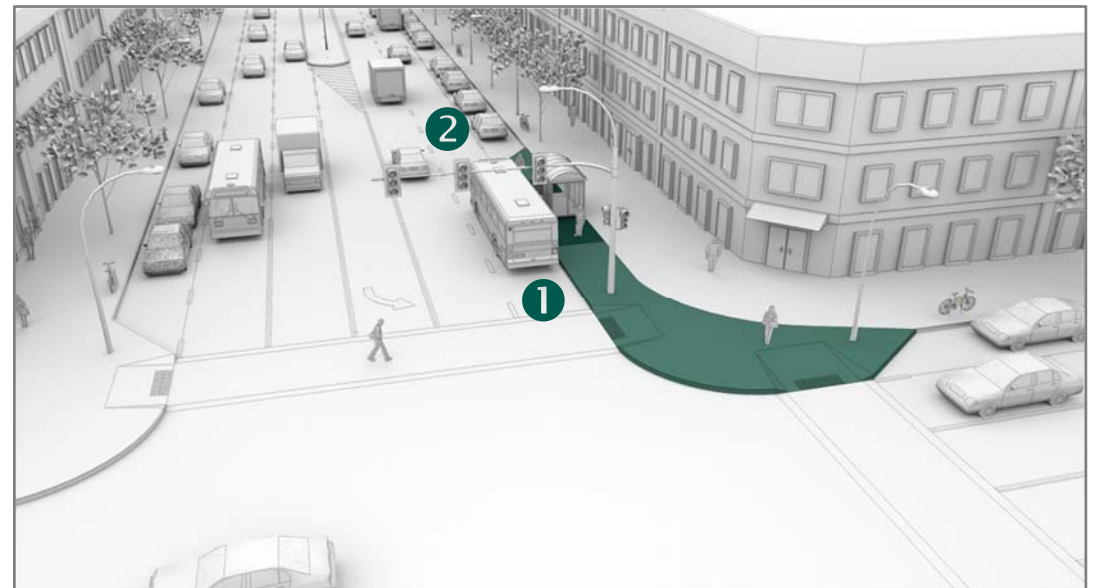


Figure 65 - Bus Bulbs

## FARE PAID ZONES (BRT STOPS)

The boarding and payment process for passengers can add considerable time to the journey, and at some of the busiest stops, it can take more than two minutes of dwell time for every 20 passengers boarding the bus. Fare paid zones are designed to reduce the dwell times for buses on planned rapid transit routes. Rather than making a payment or swiping transit passes while entering the bus, passengers can make their payment before entering the fare paid zone at a BRT bus stop and are permitted to enter all doors. This will significantly reduce travel times for passengers and improve effectiveness of increased service levels on rapid transit corridors.

### Key Design Considerations:

- Fare paid zones should be concentrated at those stops/stations that are located on the BRT corridors where passenger activity is highest ❶
- Sufficient space is required in the design of BRT stations/stops to support entry, fare payment as well as a fare paid zone with passenger seating/waiting and loading/off-loading areas
- In high demand stops, separate fare payment kiosks serving those passengers with and without smart transit cards may be required
- Proof of payment on buses needs to be monitored and enforced to reduce misuse of the prepayment boarding system

Street Typology	Primary Application
Freeways & Expressways	
<b>Limited Access Arterials</b>	✓
<b>City Arterials</b>	✓
<b>Community Arterials</b>	✓
<b>Suburban Centre Arterials</b>	✓
<b>Urban Main Streets</b>	✓
<b>Downtown Commercial Streets</b>	✓
Parkways	
Neighbourhood Connectors	
Local Streets	
Industrial Streets	
Shared Streets	

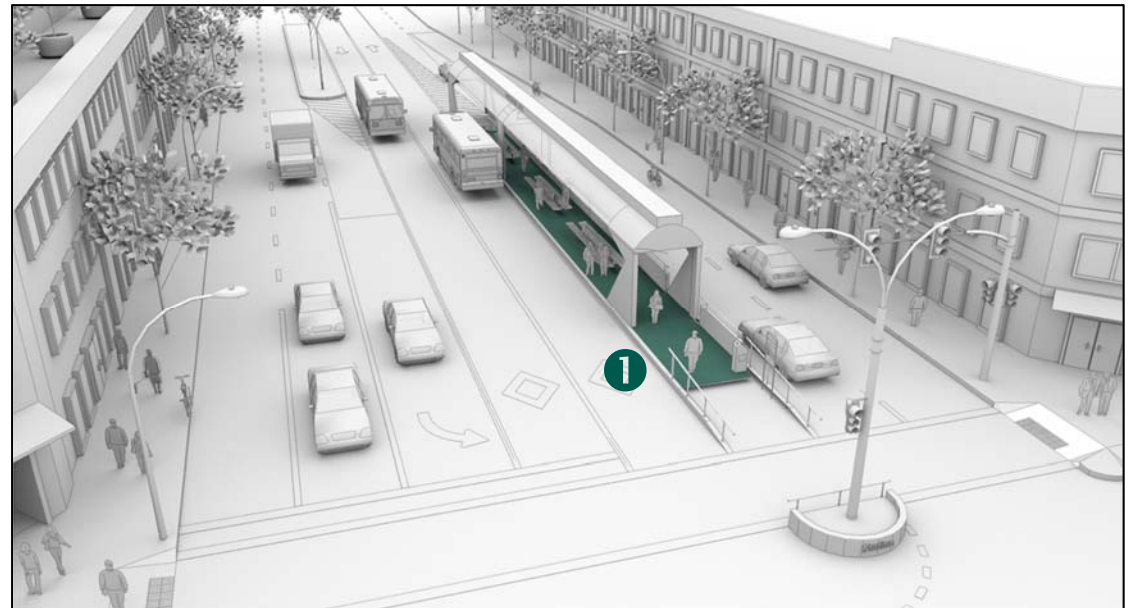
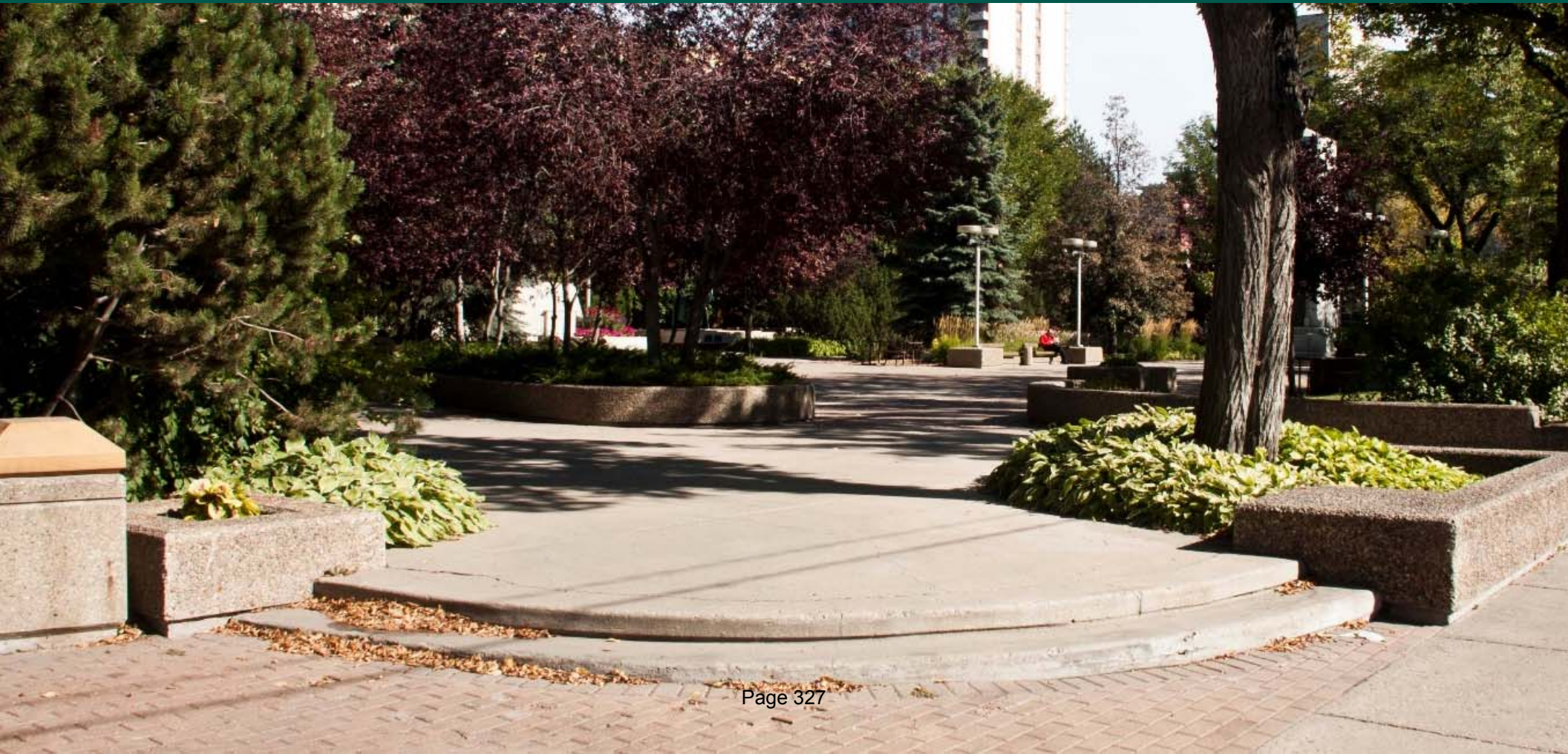


Figure 66 - Fare Paid Zones

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# PART 6: Opportunities for Implementation

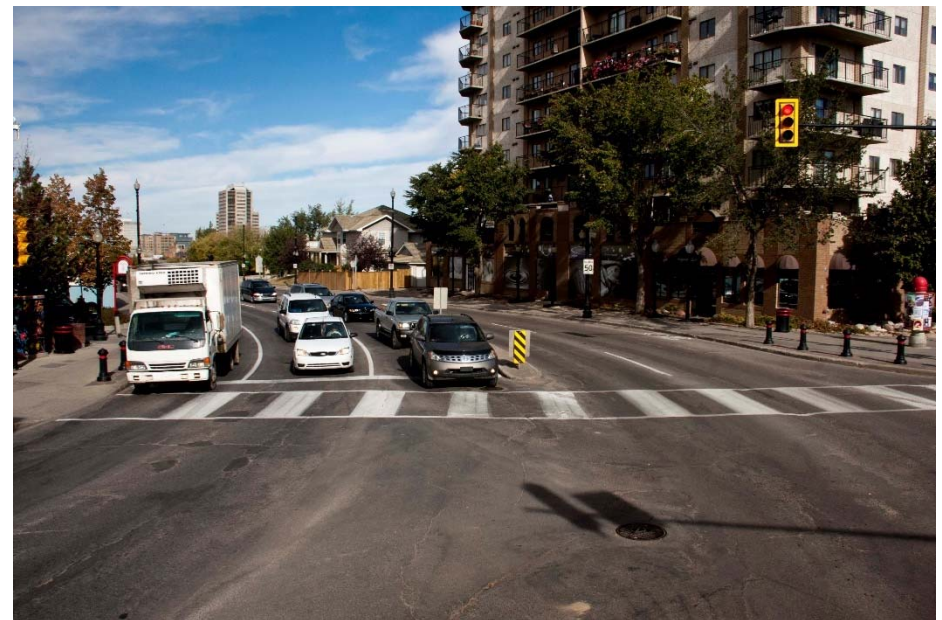


**The Complete Streets Policy and Design Guide** provides a new way of planning and designing street space. It is as much a process to consider changes to the street environment as it is an outcome to improve balance between travel modes and to ensure that streets are supportive of the communities that surround them. **The Guide** ensures that the area and street contexts today and in the long-term are used to inform any changes to the street space.

**The Guide** is the starting point to shape conversations about changes to the design of existing and new streets in the City. For example, City staff may use **the Guide** to support ongoing initiatives and discussions with Council. Similarly, Council may use **the Guide** to discuss capital investments with residents and the significance of the changes that will be required to improve choices for travel, making better communities. In the end, **the Guide** must be accessible to the public to broadly understand how city streets in Saskatoon may change in coming years.

Although it will take time to make material changes to city streets, successful implementation of **the Guide** dictates early changes to ‘how’ streets are being planned, designed, constructed, operated, and maintained. It requires interdisciplinary considerations of the context and aspirations for the surrounding areas and for the corridor itself, based on current day conditions and planned changes.

This section of **the Guide** presents actions to begin the implementation of a new process for advancing complete streets. Rather than creating new initiatives centred specifically on complete streets, this section outlines strategies for building complete streets into the activities already undertaken by the City. More importantly, many of the existing processes for planning, designing, operating, and maintaining streets should involve perspectives from different departments. Through the **Growth Plan** process and other City initiatives, much of the ground work toward engaging interdisciplinary thinking has already begun throughout the organization.





## AMEND THE DESIGN & DEVELOPMENT STANDARDS MANUAL (<2 YEARS)

The City's **Design & Development Standards Manual (the manual)** provides guidance on typical standards for new streets and treatments for existing streets to support all modes of travel. **The Guide** outlines new treatments that are critical ingredients to realize complete streets across the city.

Beyond the design considerations referred to in **the Guide**, the City should amend **the manual** based on the specific treatments outlined in this document. **The manual** should speak to alternative standards that may be suitable for a specific treatment in various circumstances (i.e. on two lane versus multi-lane roadways if different). **The manual** should be designed for application in both retrofit situations as well as new neighbourhood development. Updates to **the manual** should promote flexibility in dealing with constraints such as right-of-way limitations or potential integration of street uses.

As part of this review process, the City will want to understand the financial implications of incorporating complete street designs in new neighbourhood development areas and should update the levy structure as required to accommodate these new standards.

## UPDATES OF STREET TYPOLOGIES (ONGOING)

Complete street treatments will play a vital role in transforming many major roadways in the City into active streets that promote greater integration between land uses and the right-of-way that surround and serve them.

Street typologies referred to in **the Guide** reflect the integrated aspirations for many major corridors in the city. A map of the complete street typologies was created based on the context for area, corridor conditions and aspirations as presented in the **Growth Plan** and other relevant plans developed by the City. The context of a street may change as new plans are developed over time. As such,

the City may wish to refine the typology maps presented in **the Guide** to ensure the process of setting context incorporates the most current planning information that is available, possibly through a living document.

## LOCAL AREA PLANS OR TRAFFIC REVIEW PROGRAMS FOR ESTABLISHED NEIGHBOURHOODS (ONGOING)

The City has Local Area Plans (LAP's) for many of the existing neighbourhoods. It will be important to ensure context forms the basis of discussions when neighbourhood residents are considering land use, neighbourhood safety, transportation, and how development can contribute to the evolution of their neighbourhoods.

As part of the LAP or NTR process, stakeholders are given the opportunity to review and analyze key attributes that form a healthy and inclusive community. As part of the Neighbourhood Traffic Review (NTR) process, the community is involved in reviewing the transportation network and identifying traffic concerns and issues. By leveraging the residents' familiarity of community behaviours, land use concerns, and opportunities, the City can then use this information to ensure the appropriate street typologies are applied through the development of neighbourhood plans. These concept plans can then be taken back to the community for review and feedback through the LAP or NTR engagement process that is included as part of the overall community plan with neighbourhood stakeholders.

## MAJOR AND MINOR CAPITAL PROJECTS (ONGOING)

Each year, the City implements both major and minor improvements to streets across Saskatoon. Streets in new neighbourhoods are typically designed and implemented by the development community in accordance with the City's **Design and Development Standards Manual**. In existing areas, minor and major capital improvements are planned and implemented to support all modes of

travel. For example, dedicated funds are set in place for annual improvements to sidewalk and bicycling infrastructure. The City should consider incorporating complete streets in the design of major and minor capital projects.

The process would begin with reaffirming the primary needs of the project, considering the broader context, local area needs, and aspirations for a corridor as presented in **the Guide**. The typology of the street presented in **the Guide** may be used to confirm this context and to provide insights on the types of treatments that may be most relevant to the street.

The process would involve expanded participation from other departments in City Hall, but may also involve the community in a broader discussion about the vision and goals for the street including possible treatments that are being considered to achieve these goals. Following completion of these capital projects, the City may consider monitoring how the process went both internally and externally with community stakeholders.

## INFRASTRUCTURE REHABILITATION INITIATIVES (<2 YEARS)

The City's annual infrastructure rehabilitation projects include changes to surface conditions and underground utilities. To leverage financial resources, the City may incorporate complete street treatments in the rehabilitation process (e.g. Victoria Avenue Corridor Review project, 8<sup>th</sup> Street to 11<sup>th</sup> Street).

This process should determine not only the additional costs to alter the street form to reflect the broader context of the street, but also the incremental cost of incorporating complete street treatments within an existing rehabilitation project. The process may involve the community in a broader discussion about the vision and goals for the street and possible treatments that are being considered to achieve these goals. The City may consider monitoring how the process went both internally and externally with community stakeholders.

The outcomes from these initiatives should be considered in the context of finding economic ways of enhancing streets within Saskatoon at the same time as undertaking necessary rehabilitation projects.

## DEVELOPMENT REVIEW PROCESS (ONGOING)

The Development Review process is a natural opportunity for the City to ensure that proposed developments align with **the Guide**. As development proposals are received, Administration could add an additional level of analysis that includes compliance with approved street typologies and design treatments. This could be achieved by evolving the City's current review process (Posse system) to include considerations of **the Guide**.

As developer proposals are received, the Neighbourhood Concept Plan review process must ensure that proposed developments are supportive of the typology and design treatments that have been identified for the respective street. The desired treatments or typologies could be reaffirmed through the Local Area Plan, Corridor Plan or land development process. Further mechanisms to embed the street typology as a consideration within the land development process and/or zoning, should be explored.

The draft and final design submissions put forth by the Developer should include and support the treatments that are included in **the Guide**.

## COMMUNITY OUTREACH (ONGOING)

Awareness and understanding of the **Complete Streets Policy and Design Guide** within the community is essential. Investments in outreach will serve to increase awareness of the growing need to balance the allocation of street space to support land use and transportation priorities. With greater knowledge and understanding, staff, residents, and City Councillors will be equipped to provide more meaningful guidance and feedback on community street designs as they are being developed and implemented. **The Guide** and associated street treatments should be visible throughout the community using various forms of digital and direct communications and engagement.

## MONITORING COMPLETE STREET APPLICATION (EVERY 2-3 YEARS)

Monitoring of both performance and progress is critical to the implementation of any successful policy. The City may consider monitoring the application of the **Complete Streets Design and Policy Guide** both internally and externally with community stakeholders. Monitoring should assess the strengths and weaknesses of **the Guide**, and whether there has been measurable change by incorporating complete streets into various City departments. This effort could also examine strategies for further enhancing and broadening application of **the Guide**.

## OPERATING POLICIES REVIEW (ONGOING)

**The Guide** outlines elements that will change the form and function of the streets in Saskatoon. Some streets will change quite a bit while others not as much. This will be a gradual shift as scheduled capital projects are combined with street improvements across the City. Policies that the City has in place for operating and maintaining these streets need to be updated to reflect the principles outlined in **the Guide**. This process will have to evolve as the streets in Saskatoon are modified. Snow removal, lane closures, pavement markings, and new construction procedures are just a few of the policies that will need to be reviewed and revised.

## SUMMARY OF WHO'S INVOLVED

The change that is required to implement **the Guide** is not simply in how streets are considered and designed. It will require a fundamental shift in terms of who is involved in the process at the City, and when. The successful application of **the Guide** will be reliant on broadening the perspectives and involvement in how streets are planned, designed, operated, and maintained.

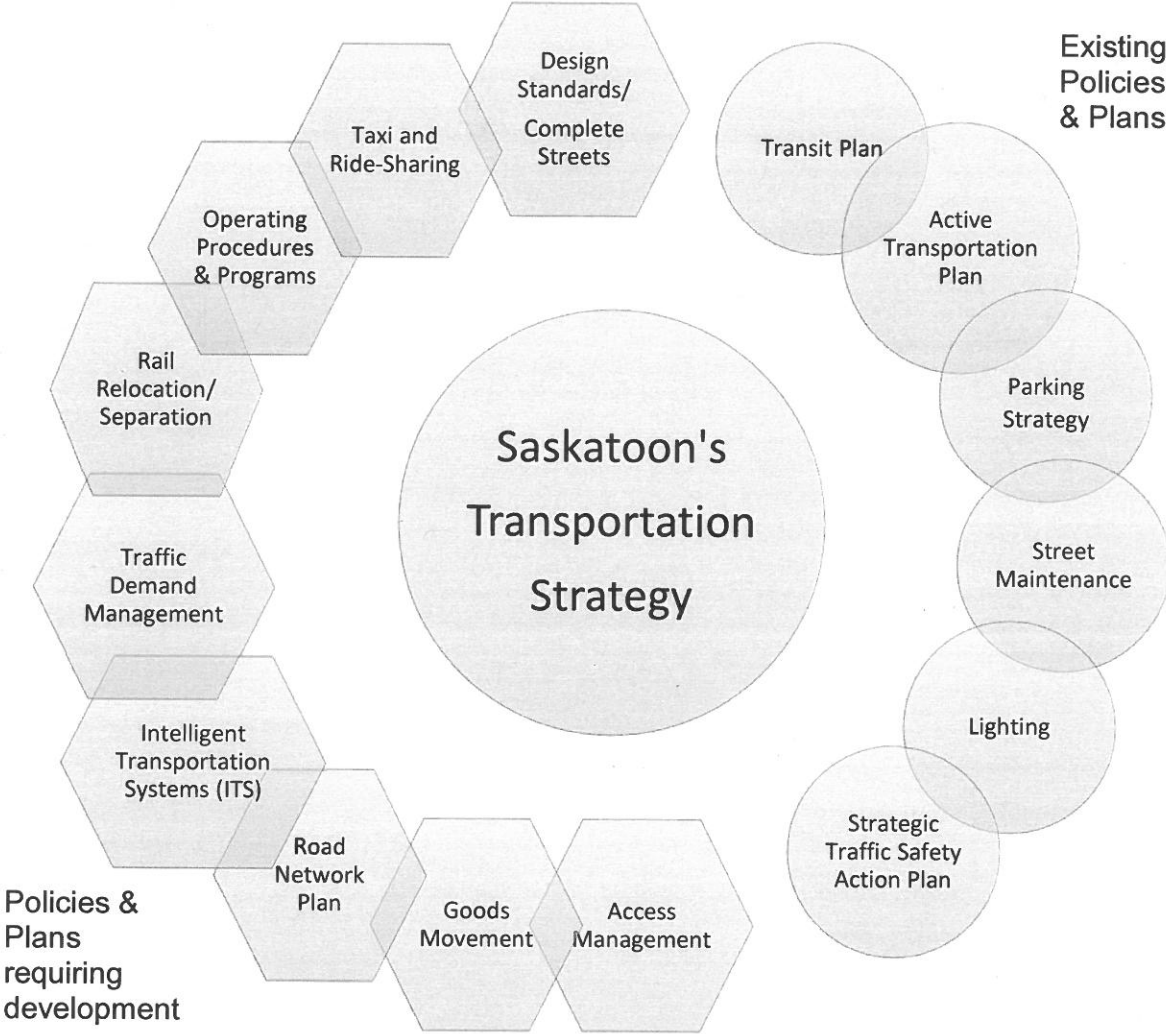
Incorporating complete street treatments in existing and new streets will require support from the public and City Council. Applying **the Guide** to different circumstances will require increasing community awareness of complete streets and involvement with the options being considered.

In short, it will require interdisciplinary thinking to incorporate different perspectives and to ensure that the street designs ultimately reflect City plans. There needs to be an organized effort to involve the appropriate departments within the City administration to ensure **the Guide** is successfully implemented.





**Saskatoon's Transportation Strategy – Supporting Plans and Policies**





# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Saskatoon Transit – Charter Policy

### **Recommendation of the Committee**

That the Saskatoon Transit Charter Policy and Rates be revised as outlined in the report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017, effective February 1, 2018.

### **History**

At the October 10, 2017 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017 was considered.

### **Attachment**

October 10, 2017 Report of the A/General Manager, Transportation & Utilities Department



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## Saskatoon Transit – Charter Policy

### Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:  
That the Saskatoon Transit Charter Policy and Rates be revised as outlined in this report effective February 1, 2018.

### Topic and Purpose

Administration has been working on changes to the Saskatoon Transit Charter Policy and Charter rates and are requesting approval to implement the recommendations and findings.

### Report Highlights

1. Charter Policy change from using spare capacity to a fee for service model that will ensure Charter rates cover operational costs, align with industry best practices, and are comparable to other Cities.
2. Charter rate increase proposal effective February 1, 2018 with rates as outlined in this report with comparison to current rates in Attachment 1 and comparison to other Cities rates in Attachment 2.

### Strategic Goals

This report supports the Strategic Goal of Moving Around, including the 4-Year Priority to change attitudes around public transit and increase Saskatoon Transit ridership, and ensures a service model that aligns with the maximization of resources for Saskatoon Transit's mill rate funded service hours.

### Background

Saskatoon Transit offers a charter service to meet the transportation needs of customers requiring private bus service, while providing revenue to the City of Saskatoon. Historically, Charter rates have been reviewed annually by the Administration. The existing Charter rates have been in place since May 1, 2011.

### Report

Under the current policy, Saskatoon Transit uses its fleet's spare capacity to offer Citizens a flexible service at a reasonable rate. With many other service providers available for charter service it is time for Saskatoon Transit to move to a fee for service model.

Saskatoon Transit is currently maximizing its scheduled and operational use of mill rate funded service hours. This best practice has reduced spare capacity that was previously available for charter services on a market rate and not cost recovery basis. The proposed policy changes will move Saskatoon Transit's Charter Services to a fee for service program, which is appropriate for non-mill rate services.

Administration is recommending the following Charter rates come into effect on February 1, 2018 and to remain in effect until January 31, 2021 (3 years) at which time Saskatoon Transit Administration will review the rates.

Proposed Rates	Non – Peak	Peak
Charter Rate	\$145.00 (per hour)	\$162.00 (per hour)
Supervisor	\$ 53.00 (per hour)	\$ 80.00 (per hour)
Cancellation Fee	\$130.00	\$190.00
Deadhead Fee	\$ 72.50 (per bus booked)	\$ 81.00 (per bus booked)

The charter rate will continue to be applied from the agreed pick-up time or when the bus arrives at the pick-up location, whichever is later. In addition, Administration is proposing a change from a 1 hour minimum booking to a 1.5 hour minimum booking and to implement a deadhead fee per bus (30 min). A detailed summary of the proposed policy compared to current policy with rates implemented May 1, 2011 is provided in the attached Charter Policy Comparison.

The proposed policy will see a rate increase of 38% (\$105 to \$145) and 8% (\$150 to \$162) respectively for non-peak and peak rates. These proposed rates are comparable to rates in other Cities, which can be found in the attached Charter City Comparisons.

#### **Options to the Recommendation**

1. City Council could direct Saskatoon Transit to set different rates.
2. City Council could direct that Saskatoon Transit Charter rates and policy remain unchanged.

These options are not recommended as the proposed rates will ensure that charters are fully cost recovered and not subsidized by the mill rate.

#### **Communication Plan**

Should Saskatoon Transit move forward with the recommendation rates, a marketing and communications plan will be developed.

#### **Financial Implications**

Administration believes this change would not provide more charter revenue as the increase might discourage some Citizens from booking a charter with Saskatoon Transit which would be offset by the increased rate paid by other bookings. However, it will ensure Charter rates are appropriate for a fee for service that is outside Saskatoon Transit's core service provision and fare revenues.

There would be a cost associated with updating the website and communicating the new information. At this time the Administration is estimating \$5,000; however, Saskatoon Transit would absorb this cost.

**Other Considerations/Implications**

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

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

If approved, the new rates will be effective February 1, 2018.

**Public Notice**

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

**Attachments**

1. Charter Policy Comparison
2. Charter City Comparisons

**Report Approval**

Written by: Hidayat Ullah, Accounting Coordinator, Saskatoon Transit  
Reviewed by: James McDonald, Director of Saskatoon Transit  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities  
Department

TRANS JM – Saskatoon Transit – Charter Policy

## Charter Policy Comparison

	<b>Current Policy</b>	<b>Proposed</b>	<b>Comment</b>
Charter Non-Peak Rate	\$105.00 / hour	\$145.00 / hour	Ensure Full Cost Recovery
Charter Peak & Weekend Rate	\$150.00 / hour	\$162.00 / hour	Ensure Full Cost Recovery
Minimum Charge	1 hours	1.5 hours (with an additional deadhead fee of 30 min)	Aligns Charter policy with Operator guaranteed pay for Full Cost Recovery.
Deadhead Fee – Non Peak	Included in charter rates	\$72.50 / bus booked	Ensure Full Cost Recovery
Deadhead Fee – Peak	Included in charter rates	\$81.00/ bus booked	Ensure Full Cost Recovery
Supervisor – Non Peak Rate	\$50.00 / hour	\$53.00 / hour	Special request or special circumstances only.
Supervisor – Peak Rate	\$75.00 / hour	\$80.00 / hour	Special request or special circumstances only.
Late Cancellation Fee– Non Peak	\$100.00	\$130.00	
Late Cancellation Fee - Peak	\$147.00	\$190.00	
Standby Time – Non Peak	\$100.00 / hour	\$130.00 / hour	
Standby Time– Peak	\$147.00 / hour	\$190.00 / hour	
Parking Meters		No change	
Pub Crawl Deposit		No change	

**Attachment 2**

**Charter City Comparisons**

<b>City</b>	<b>Non-Peak</b>	<b>Peak</b>	<b>Charging From</b>	<b>Rate Effective Date</b>	<b>Rate Update</b>	<b>Minimum Booking</b>
Regina	\$162.50	\$195.00	Pickup Time	1-Jan-17	When Fares Increase	1 hour
Winnipeg	\$131.00	N/A	Garage	1-Sep-17	Annually	2 hour
Edmonton	\$141.00	N/A	Garage	1-Jan-17	Annually	1 hour
Saskatoon Proposed	\$145.00	\$162.00	Pickup Time	1-Feb-18	Every 3 years.	1.5 hour



## **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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### **Award of Contract – Parking Enforcement System Software**

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

1. That the City of Saskatoon enter into an agreement with Tannery Creek Systems Inc. for the provision of parking enforcement system software and support services, subject to the terms outlined in the report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017;
2. That the current contract for parking enforcement system software and support services, being supplied by the Calgary Parking Authority, be extended to December 31, 2017, for purposes of business continuity; and
3. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

#### **History**

At the October 10, 2017 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017 was considered.

#### **Attachment**

October 10, 2017 Report of the A/General Manager, Transportation & Utilities Department

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## Award of Contract – Parking Enforcement System Software

### Recommendation

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

1. That the City of Saskatoon enter into an agreement with Tannery Creek Systems Inc. for the provision of parking enforcement system software and support services, subject to the terms outlined in this report;
2. That the current contract for parking enforcement system software and support services, being supplied by the Calgary Parking Authority, be extended to December 31, 2017, for purposes of business continuity; and
3. That the City Solicitor be requested to prepare the appropriate agreements 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 award a contract for the provision of parking enforcement system software and support services related to operation of the City of Saskatoon's FlexParking system.

### Report Highlights

1. In June of 2017, the City of Saskatoon (City) issued a Request for Proposals for the services of an experienced parking operator to provide parking enforcement system software and support services; three proposals were received.
2. After evaluating the proposals, the Administration recommends that Tannery Creek Systems Inc., the preferred proponent, be selected to provide the parking enforcement system software service for a three-year term.
3. The current agreement with Calgary Parking Authority requires extension to December 31, 2017, in order to provide business continuity and ensure a smooth transition to the new vendor.

### Strategic Goals

This report supports the City's Strategic Goal of Moving Around by developing an integrated transportation network that is practical and useful. This report also supports the Strategic Goal of Asset and Financial Sustainability by securing important revenue streams.

### Background

The City's current FlexParking system was procured in 2014 and commissioned in 2015. Included in the procurement was the requirement for a software system that would link the paid session data from the terminals with the hardware (vehicle and hand-held tablets) used by the enforcement officers. This software link, currently provided by the Calgary Parking Authority, allows officers to verify vehicles in violation and conduct appropriate enforcement. The service contract with Calgary Parking Authority expired on August 31, 2017.

## Award of Contract – Parking Enforcement System Software

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In preparation for a new contract to continue provision of these services, the Administration determined that procuring external support through competitive Request for Proposals was the appropriate delivery method for the project, based on a number of factors, including:

- a) there is very limited capacity of existing staff to perform the work;
- b) the requirement is for very specialized services;
- c) expected timeline of delivery is urgent;
- d) the need for this service is infrequent, so in-house expertise is limited; and
- e) the work can be most efficiently supplied by an expert vendor.

On March 27, 2017, City Council authorized the Administration to issue a Request for Proposals for these services.

### **Report**

#### Request for Proposals

On June 30, 2017, the City issued a Request for Proposals on SaskTenders seeking qualified vendors to provide the required parking enforcement system software link to operate the parking system in Saskatoon. Services required and requested included:

- a) system interfacing with pay station and parking application database;
- b) uploading and hosting paid parking sessions;
- c) providing real-time infraction processing;
- d) providing effective collection of license plate data;
- e) providing relevant software support;
- f) creating tickets and capturing photographs; and
- g) managing and storing related ticket data.

The Request for Proposals closed on July 13, 2017; three qualified proposals were received:

- a) ACCEO Solutions Inc. – Saint-Laurent, Quebec;
- b) Calgary Parking Authority – Calgary, Alberta; and
- c) Tannery Creek Systems Inc. – Vaughan, Ontario.

#### Proponent Selection

An evaluation and ranking of proposals was based on the following scoring criteria:

- a) Previous Parking System Operations Experience – 25 points;
- b) System Reliability and Service Support – 25 points;
- c) System Integration – 25 points;
- d) Adaptability, Flexibility, and Innovation – 5 points; and
- e) Fee for Service – 20 points.



## Award of Contract – Parking Enforcement System Software

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The evaluation was completed by an internal review/evaluation committee comprised of seven members representing three divisions. The committee breakdown is as follows:

- a) Corporate Revenue Division – one member;
- b) Information Technology Division – two members; and
- c) Community Standards Division – four members.

Results of the evaluation determined that the proposal submitted by Tannery Creek Systems Inc. best met the requirements of the Request for Proposals and achieved the highest score, demonstrating the following:

- a) over ten years' experience in the parking industry;
- b) experience working for numerous municipalities across Canada and the United States;
- c) demonstrated knowledge of the City's business needs and scope of the contract;
- d) strong customer focus and service support;
- e) innovative and responsive approach; and
- f) competitive pricing.

As a result, the Administration recommends entering into a three-year agreement to begin January 1, 2018, following design, implementation, and testing with Tannery Creek Systems Inc. as the provider of the necessary parking enforcement system software and support services.

Terms of the agreement are as follows:

- a) three-year agreement with Tannery Creek Systems Inc. for the period January 1, 2018, to December 31, 2020;
- b) value of the three-year agreement is \$330,000 plus applicable taxes;
- c) deliverables of the agreement include the noted enforcement software data links, hand-held hardware for issuing citations, and applicable ongoing information technology support. Contractual payments will not begin until the system has been fully tested and displayed to function and is accepted by the City;
- d) termination of the agreement can occur due to failed performance or disregard to any of the technical deliverables necessary to meet contract obligations; and
- e) an option to renew exists for up to three one-year terms, subject to the City requiring the service, the budgetary funds existing, the City being satisfied with the service, and the parties reaching agreement with respect to the terms of any such renewal.

### Current Contract Extension

The current parking enforcement software link is being provided by Calgary Parking Authority. The original contractual relationship ended August 31, 2017.

While efforts were made to ensure the Request for Proposals process was completed by the end of the original contract, negotiation with the new supplier, Tannery Creek Systems Inc., identified that an appropriate design and implementation time will require the existing vendor to offer services on a month-to-month basis, up to a maximum date of December 31, 2017. The amount of required work for testing and implementation of the new enforcement software and hardware requires this timeline. In the interest of business continuity, this will help to ensure the new system is designed and implemented in an appropriate manner.

Under Corporate Purchasing Procedure Policy No. A02-027, Section 10.2, an initial two-month extension, ending October 31, 2017, was granted under administrative authority to exceed a contract value by no more than 25% in order to maintain parking enforcement business continuity. In order to complete full implementation with the new vendor, a further two-month extension to December 31, 2017, is required by City Council under the same purchasing policy provision.

Financial terms of the agreement will see the new vendor being paid only after full testing, implementation, and acceptance. As such, approval of the extension of the current contract with Calgary Parking Authority has a neutral financial impact.

### **Options to the Recommendation**

The award recommendation was made through a competitive procurement process involving an objective and transparent scoring and selection method. The services procured are a fundamental requirement to operating the FlexParking system in Saskatoon. As a result, no further options are offered to the recommendation of award provided in this report.

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

The procurement of the parking enforcement software service is for internal business needs to deliver parking services. No further public or stakeholder consultation is required.

### **Financial Implications**

Award of the contract to Tannery Creek Systems Inc. would result in a total contract value of \$330,000, plus applicable taxes, over a three-year term. Appropriate provisions will be included in the 2018 budget, and onward, to cover this expense.

The extension of the agreement with the current vendor is valued at \$40,000, excluding taxes. This extended provision does not overlap with the new vendor which means this extension creates no increased financial implications to the City.

For contextual purposes, parking operations generate approximately \$10 million annually from paid parking, permitting, and ticket revenue. After supporting the

## **Award of Contract – Parking Enforcement System Software**

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expenses of operations, the remaining approximate \$8 million is directed toward general revenue to support the mill rate, repaying the vendor-financed contract with Cale Systems Inc., and supporting various programs, including streetscape improvement, Business Improvement District support, and the Community Support Officer Program.

### **Other Considerations/Implications**

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

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

With this contract in place, no further follow-up is expected.

### **Public Notice**

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

### **Report Approval**

Written by: Andrew Hildebrandt, Director of Community Standards  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2017/CS/TRANS – Award of Contract – Parking Enforcement System Software/ks



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Request for Deadline Extension – Recommendations for Appointment – Remail Modern**

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

That the request from the Remail Modern for a deadline extension for appointment recommendations to November 30, 2017 be granted.

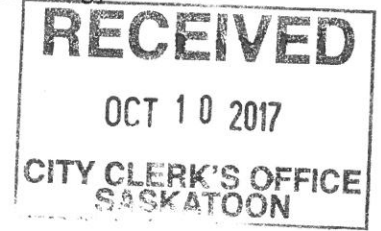
#### **History**

The Governance and Priorities Committee, at its meeting held October 16, 2017 considered a request from the Remail Modern for a deadline extension for appointment recommendations.

#### **Attachment**

Email dated October 5, 2017 from C. Greaves, Legal Assistant on behalf of Alain Gaucher.

To: Sproule, Joanne (Clerks)  
Subject: RE: Governance Review - Interim Board Member Recruitment Strategy



From: Catherine Greaves [mailto:CGreaves@mltaikins.com] On Behalf Of Alain Gaucher  
Sent: Thursday, October 05, 2017 2:57 PM  
To: Sproule, Joanne (Clerks) <Joanne.Sproule@Saskatoon.ca>  
Subject: Governance Review - Interim Board Member Recruitment Strategy

Further to your letter of August 30, 2017, and following upon a conversation between one of our executive committee members and the mayor, we are requesting an extension of time to submit our report and recommendations regarding new board members to the City Clerk's Office from November 7, 2017, to November 30, 2017. The reasons for the request are as follows:

1. Unlike other statutory boards and controlled corporations, the appointment of our board is not for the period commencing January 1, 2018, but for the period commencing April 1, 2018.
2. We are currently fully committed to getting the Museum open in late October and have limited capacity at present.
3. Our board does not meet to hear the recommendations of our nominations committee until November 17, 2017.

We await your response.

Yours truly,

Alain Gaucher  
Chair of Remai Modern

**Alain J. Gaucher**

**Partner**

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# MLT AIKINS

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## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **2018 Preliminary Business Plan and Budget Deliberations – Meeting Structure and Decision-Making Process**

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

That City Council adopt the proposed process for the 2018 Business Plan and Budget Deliberations such that:

1. it integrates City Council's existing decision-making process; and
2. each business line provides a report outlining recommendations for the 2018 Business Plan and Budget Deliberations.

#### **History**

The Governance and Priorities Committee, at its meeting held on October 16, 2017 considered a report of the City Manager regarding the above.

#### **Attachment**

Report of the City Manager dated October 16, 2017

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## 2018 Preliminary Corporate Business Plan and Budget Deliberations – Meeting Structure and Decision-Making Process

### Recommendation

That the Governance and Priorities Committee recommend to City Council that it adopt the proposed process for the 2018 Business Plan and Budget Deliberations such that:

1. It integrates City Council's existing decision-making process; and
2. That each business line provides a report outlining recommendations for the 2018 Business Plan and Budget Deliberations.

### Topic and Purpose

The purpose of this report is to propose a new decision-making process for City Council's 2018 Business Plan and Budget Deliberations. The primary objective of the proposed process is to make the deliberation process more efficient, transparent, and understandable.

### Report Highlights

1. The proposed process will integrate City Council's governance framework into the 2018 Business Plan and Budget Deliberations.
2. The proposed process includes business line reports to improve transparency and make the meeting more efficient.

### Strategic Goal

The information contained in this report and attachments align with the long-term strategies related to the Strategic Goal of Continuous Improvement.

### Background

Bylaw No. 9170, *The Procedures and Committees Bylaw, 2014* was passed by City Council on June 9, 2014, and came into force on July 1, 2014. The bylaw generally provides the legal framework for the decision-making process of City Council and its Committees.

Bylaw No. 9170 stipulates that there are two types of regularly scheduled City Council meetings – a Regular Business meeting and a Public Hearing meeting. However, the bylaw does not address City Council's business plan and budget deliberations process. As such, at the conclusion of the 2017 Business Plan and Budget Deliberations, the Leadership Team tasked the Governance Subcommittee and the Director of Finance to propose a potential decision-making process for the 2018 Business Plan and Budget Deliberations.

As a first step, at its August 21, 2017, meeting, the Governance and Priorities Committee received an information report from the Administration that outlined reforms to the Reserve for Capital Expenditures process.



## **Report**

This report proposes a new decision-making process for City Council's 2018 Business Plan and Budget Deliberations. The primary objective of this procedure is to make the deliberation process more seamless, transparent, and efficient. The goal is to avoid the confusion that has emerged in previous years about how to handle reports, motions, and votes as it pertains to the business plan and budget.

The proposed model attempts to integrate City Council's existing governance procedure and process (i.e. decision-making process) so that these meetings have a very similar look and feel to a City Council meeting. The idea is to help the Chair to manage the Agenda and the Clerk to record decisions in a more functional way.

## **Integrating City Council's Decision-Making Process**

Bylaw No. 9170 provides for two types of regularly scheduled City Council meetings – a Regular Business meeting and a Public Hearing meeting. However, the bylaw does not address City Council's business plan and budget deliberations process. Although the business plan and budget is a "regularly scheduled meeting" it does not deal with regular business of City Council. Specifically, the meeting is confined to deliberation on the business plan and budget and no other matters.

As a result, the Administration is recommending that the Agenda for this meeting will be condensed, and some items that are typically on the Agenda for a City Council Regular Business Meeting be removed as they are deemed to be redundant for a business plan and budget meeting. These items include Public Acknowledgements, Question Period, and the Consent Agenda. Attachment 1 provides a sample Agenda for the 2018 Preliminary Corporate Business Plan and Budget meetings. This condensed and orderly Agenda will help to improve the efficiency of the meeting by focusing on the primary issue: deliberating the 2018 Business Plan and Budget.

Bylaw No. 9170 also codifies the meeting procedures for City Council (and Committee) meetings. For example, it stipulates how votes, motions, and amendments to the motion are handled. Under the proposed process, these procedures would still apply to the business plan and budget meeting. This means that City Council, among other things, can make motions, propose amendments, debate recommendations, and vote on motions.

The main point to consider here is that the Agenda serves to guide the meeting and acknowledges where decisions are required. The decisions made on Agenda items are guided by the procedural rules codified in Bylaw No. 9170.

However, to make this process work effectively, City Council requires reports with recommendations so that they can apply procedural rules to make decisions. This is how City Council makes decisions under its governance framework. The next section of this document addresses the nature of reports for the 2018 Business Plan and Budget meeting.

### **Reporting by Business Line to Improve Transparency**

The City of Saskatoon presents its business plan and budget by lines of business. In other words, similar services or programs are grouped together to form a “Business Line”. For example, all environmental-related programs and services are contained in the Environmental Health Business Line. During the budget deliberations, City Council votes on the business line to approve, amend, or reject the budget of that business line.

In previous business plan and budget deliberation meetings, the process lacked clarity as to what City Council was actually voting on. This lack of clarity resulted from the fact that there were no overall business line reports outlining the year-over-year changes to a business line’s business plan and budget. In other words, the process was not very transparent as the proposed budget changes were not placed on the meeting Agenda through a report that included recommendations.

As a result, and to make the process more transparent, the Administration is proposing to provide one overall report for each business line, that would outline the Administration’s recommendations for the 2018 Business Plan and Budget. These reports will be placed under the “Reports” section of the Agenda. Attachment 2 provides a sample report that is intended to be included on the Agenda for City Council’s 2018 Preliminary Corporate Business Plan and Budget.

The reader will note that the reports provide Administration’s recommendations on items that have been included in the 2018 Business Plan and Budget. The recommendations reveal the proposed expenditure increases, capital budget, rate increases, etc. for that particular business line. The body of the report elaborates on Administration’s recommendations by providing rationale for expenditure changes. Any supporting information is provided as an attachment to the report. The accompanying “Budget Book” will be used as a reference guide so that City Council can refer to the project, program, or service details.

However, the reader will also note that items which have been referred to budget deliberations by a Committee of Council or City Council are not included in the 2018 Business Plan and Budget. Thus, they do not form part of the Administration’s recommendations as no Council direction has been given to include them. These items generally pertain to the service level changes that were considered by the various Standing Policy Committee (SPC) meetings throughout 2017. In such instances, the report will list these items as separate recommendations from the applicable SPC and Council will vote on them separately.

Administration believes that this proposed process will make the budget deliberations more efficient as the amount of Agenda items would be reduced and only relevant sections of the Agenda would apply to the meeting. Moreover, the accompanying business line reports will improve transparency as City Council will clearly understand the proposed budget changes for each business line. City Council will still have the opportunity to ask questions, debate, and make amendments to any recommendations. The integration of City Council’s existing governance framework will provide necessary clarity to the process.

## **Options to the Recommendation**

### **1. Maintain the Status Quo**

This option would use the previous practice of no business line reports and no administrative recommendations. There would be no formal structure and, like in previous years, the business plan and budget decision-making process would be made up “on the fly”. This approach contradicts City Council’s existing decision-making framework that relies on reports, motions, and votes to make decisions. Thus, agenda management and the proper recording of City Council meetings has been problematic under this approach.

### **2. Implement Votes and Sub-Votes**

This option would use a traditional “estimates” process whereby each business line would have an accompanying vote and each service line would have a sub-vote. The City of Saskatoon used a similar process up until Budget 2011. The process was abandoned because: (a) it was difficult to follow; and (b) the City transitioned from department-and program-based budgeting to business-line and service-line based budgeting.

Nonetheless, under this approach, City Council would move into “Committee of the Whole” and City Council’s procedural rules could be suspended to deliberate on the business plan and budget. In this case, City Council, as Committee of the Whole would deliberate on each sub-vote and vote. At the conclusion of deliberations, the Committee would make a motion to rise and report to City Council and City Council would then vote on the recommendations arising from Committee of the Whole. This option adds substantial complexity to the business plan and budget deliberations process.

## **Policy Implications**

There are no policy implications as a result of this report.

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

The 2018 Business Plan and Budget Deliberations will commence on November 27, 2017.

## **Public Notice**

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

## **Attachments**

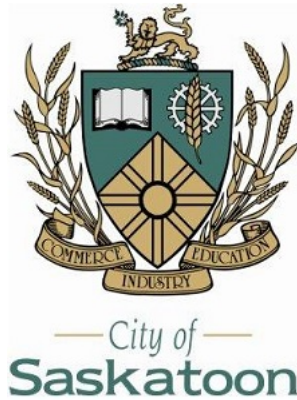
1. Sample City Council Agenda, 2018 Preliminary Corporate Business Plan and Budget.
2. Sample Business Line Report, 2018 Preliminary Corporate Business Plan and Budget.

**Report Approval**

Written by: Mike Jordan, Director of Government Relations

Reviewed by: Joanne Sproule, City Clerk  
Patricia Warwick, City Solicitor  
Clae Hack, Director of Finance

Approved by: Murray Totland, City Manager



**AGENDA**  
**CITY COUNCIL - 2018 PRELIMINARY CORPORATE BUSINESS PLAN AND BUDGET**

**November 27, 28, and 29, 2017 at 1:00 p.m. to 11:00 p.m.**

Council Chamber, City Hall

Pages

1. NATIONAL ANTHEM AND CALL TO ORDER
2. CONFIRMATION OF AGENDA
3. DECLARATION OF CONFLICT OF INTEREST
4. BUDGET INTRODUCTION AND OVERVIEW

Mr. Clae Hack, Director of Finance, will provide an introduction.

5. COMMUNICATIONS
  - 5.1 REQUESTS TO SPEAK
  - 5.2 COMMUNICATIONS REQUIRING DIRECTION
6. REPORTS (Sorted by Business Line)

- 6.1 GENERAL REPORTS
- 6.2 ARTS, CULTURE AND EVENTS VENUES

Mr. Clae Hack, Director of Finance, will present the Business Line.

The following will be in attendance to respond to questions:

- Mr. Gregory Burke, Executive Director, Remai Modern Art Gallery

- Mr. Will Lofdahl, Executive Director, SaskTel Centre

- Mr. Bob Korol, Executive Director, TCU Place

### **6.3 POLICING**

Representatives from the Board of Police Commissioners will present the Saskatoon Police Service Budget Estimates.

#### **6.3.1 2018 Preliminary Police Capital Budget Estimates**

#### **6.3.2 2018 Preliminary Police Operating Budget Estimates**

### **6.4 SASKATOON PUBLIC LIBRARY**

Ms. Carol Cooley, Director of Libraries, will present the Service Line.

#### **Recommendation of the Saskatoon Public Library**

That the Saskatoon Public Library Service Line be approved as submitted.

### **6.5 ENVIRONMENTAL HEALTH**

*[Business Line includes the following Service Lines: Environmental Program, Urban Forestry, Waste Reduction & Resource Recovery, Waste Handling, and Pest Management]*

Mr. Jeff Jorgenson, A/General Manager, Corporate Performance Department, will present the Business Line.

#### **Recommendation of the Administration**

1. That the Environmental Health Business Line totalling \$## million in expenditures (\$### increase over 2017) and \$# million (\$### decrease over 2017) in revenues be approved; and
2. That the Capital Budget totalling \$## million be approved.

### **6.6 UTILITIES**

*[Business Line includes the following Service Lines: Saskatoon Light & Power, Storm Water Management, Wastewater Utility, Water Utility, and Waste Services Utility]*

Ms. Angela Gardiner, A/General Manager, Transportation & Utilities Department, will present the Business Line.

### **6.7 TRANSPORTATION**

*[Business Line includes the following Service Lines: Transit Operations, Access Transit, Transportation Services, Road Maintenance, Snow &*

*Ice Management, Street Cleaning & Sweeping, Bridges, Subways, Overpasses, Street Lighting, Parking, Impound Lot, and Engineering]*

Ms. Angela Gardiner, A/General Manager, Transportation & Utilities Department will present the Business Line.

**Recommendation of the Administration**

1. That the Transportation Business Line totaling \$## million in expenditures (\$### increase over 2017) and \$# million (\$### decrease over 2017) in revenues be approved; and
2. That the Capital Budget totaling \$## million be approved.

**Recommendation of the Standing Policy Committee on Transportation**  
Street Cleaning and Sweeping Service Level *(Information Attached)*

3. That Option 1 of the report of the A/General Manager, Transportation & Utilities Department dated June 12, 2017, being an increase to the annual budget allocation to meet the current service level be recommended.

Road Maintenance Service Levels *(Information Attached)*

4. That the option of increasing road maintenance by \$200,000 be forwarded to the 2018 Business Plan and Budget deliberations.

Snow and Ice Management Service Level *(Information Attached)*

5. That Option 2 as outlined in Attachment 2 of the report of the A/General Manager, Transportation and Utilities Department be recommended.

**6.8 URBAN PLANNING AND DEVELOPMENT**

*[Business Line includes the following Service Lines: Attainable Housing, Building and Plumbing Permits & Standards, Business Improvement Districts, Business Licenses, Development Review, Regional Planning, Bylaw Compliance, Long Range Planning, Neighbourhood Planning, Research & Mapping, and Urban Design]*

Mr. Randy Grauer, General Manager, Community Services Department, will present the Business Line.

**6.9 COMMUNITY SUPPORT**

*[Business Line includes the following Service Lines: Animal Services, Community Development, Community Investments & Supports, and Cemeteries]*

Mr. Randy Grauer, General Manager, Community Services Department will present the Business Line.

## 6.10 RECREATION AND CULTURE

*[Business Line includes the following Service Lines: Spectator Ballfields, Marketing Services, Community Partnerships, Forestry Farm Park & Zoo, Golf Courses, Gordon Howe Campsite, Indoor Rinks, PotashCorp Playland, Outdoor Pools, Outdoor Sport Fields, Parks Maintenance & Design, Playground & Recreation Areas, Program Research & Design, Leisure Centres - Program, Leisure Centres - Rentals, Targeted Programming, Albert Community Centre, Marr Residence, and River Landing]*

A report of the Asset & Financial Management Department - Recreation & Culture 2018 Business Plan & Budget is provided.

Mr. Randy Grauer, General Manager, Community Services Department will present the Business Line.

### **Recommendation of the Administration**

1. That the Recreation & Culture Business Line totalling \$53.4 million in expenditures (\$1.5 increase over 2017) and \$ 24.5 million (\$627,100 increase over 2017) in revenues be approved;
2. That the Capital Budget totalling \$28.2 million be approved;
3. That the four-year rates and fees for Gordon Howe Campground, as included in the proposed 2018 Operating Budget be approved;
4. That the four-year rates and fees for Indoor Leisure Centres and Outdoor Pools, as included in the proposed 2018 Operating Budget, be approved; and
5. That the City Solicitor be instructed to draft the appropriate bylaw amendments.

## 6.11 FIRE SERVICES

*[Business Line includes the following Service Lines: Fire Services and Emergency Measures]*

Chief Morgan Hackl, Saskatoon Fire, will present the Business Line.

## 6.12 CORPORATE ASSET MANAGEMENT

*[Business Line includes the following Service Lines: Facilities Management, Fleet Services, and City-Owned Property - Land]*



Mr. Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department will present the Business Line.

**6.13 CORPORATE GOVERNANCE AND FINANCE**

*[Business Line supports the following Service Lines: Legislative, City Manager's Office, City Clerk's Office, City Solicitor's Office, Corporate Support, General Services, Assessment & Taxation, and Revenue Services]*

Mr. Jeff Jorgenson, A/General Manager, Corporate Performance Department, will present the Business Line.

**6.14 TAXATION AND GENERAL REVENUES**

*[Business Line supports the following Service Lines: Grants in Lieu of Taxes, Municipal Revenue Sharing Grant, General Revenue, Fines and Penalties, and Other Levies]*

Mr. Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department will present the Business Line.

**6.15 LAND DEVELOPMENT**

*[Business Line supports the following Service Lines: Saskatoon Land and Land Development - Capital]*

Mr. Kerry Tarasoff, CFO/Asset and Financial Management Department, will present the Business Line.

- 7. BUDGET SUMMARY - VERBAL UPDATE**
- 8. INQUIRIES**
- 9. MOTIONS (NOTICE PREVIOUSLY GIVEN)**
- 10. GIVING NOTICE**
- 11. URGENT BUSINESS**
- 12. IN CAMERA SESSION (OPTIONAL)**
- 13. ADJOURNMENT**

## Sample Report: Recreation & Culture 2018 Business Plan & Budget

### Recommendation

1. That the Recreation & Culture Business Line totalling \$XX million in expenditures (\$XX increase over 2017) and \$XX million (\$XX increase over 2017) in revenues be approved.
2. That the Capital Budget totaling \$XX million be approved
3. That the four-year rates and fees for Gordon Howe Campground, as included in the proposed 2018 Operating Budget be approved;
4. That the four-year rates and fees for Indoor Leisure Centres and Outdoor Pools, as included in the proposed 2018 Operating Budget; be approved

### Topic and Purpose

The purpose of this report is to receive City Council approval for the 2018 Recreation & Culture Business Line as presented including both the capital and operating.

### Report Highlights

1. The Recreation & Culture Business Line includes \$XX million in expenditures and \$XX million in non-tax revenues.
2. The Recreation & Culture Business Line includes \$XX million in funded capital investments, most notably \$XX million for further upgrades at the Gordon Howe Complex.
3. Various changes to current rates and fees are included in the 2018 Preliminary Business Plan & Budget. This includes changes to the Gordon Howe Campground, indoor leisure centres rentals and outdoor pools.

### Strategic Goal

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

### Background

The 2018 Preliminary Corporate Business Plan and Budget, "Shaping our Financial Future," was presented to the Governance and Priorities Committee at its meeting on October 16, 2017.

### Report

#### Recreation & Culture Business Line Operating Budget

The 2018 Preliminary Business Plan and Budget includes \$XX million in expenditures for the Recreation & Culture Business Line. This is a \$XX million or XX% increase over 2017 mainly due to:

- \$XX for growth requirements. The most notable growth inclusions are:
  - 51 hectares of new green space has been added in 2018 which will require additional resources for the Parks Maintenance & Design Service Line in order to maintain current service levels; and
  - \$XX in increased reserve contributions in order to properly maintain the upgrades that have been completed at the Saskatoon Minor Football Field by the Friends of the Bowl Foundation.
- \$XX million for inflationary increases, most notably \$XX related to Leisure Centres – Programs and Rentals. The increase in Leisure Centres is largely due to higher utility rates for water and electricity, inflationary increases to internal rental charges and staff compensation.

This Business Line also include a total of \$XX million in non-tax revenue sources. This is a decrease of \$XX over 2017's budgeted revenue. The increases in revenue are largely due to rate increase and corresponding admission projections at golf courses, indoor rinks and leisure centres.

The property tax support provided to this business line is \$XX million, which is a \$XX or XX% increase over 2017. This increase in property tax support is largely due to the expenditures increasing at a faster rate than non-tax revenue sources.

### Recreation & Culture Business Line Capital Budget

The 2018 Preliminary Business Plan and Budget includes \$XX million in funded capital investments. The most notable project is \$XX million under the Outdoor Sport Fields Service Line. While the XX million will be provided by to an external organization, there is \$XX million City contribution currently recognized as unfunded bringing the total project to \$XX million.

### Rate Changes

The 2018 Preliminary Business Plan and Budget, includes various changes to current rates and fees. This includes changes to the Gordon Howe Campground, indoor leisure centres and outdoor pools as outlined in attachments 1 and 2 respectively.

### **Options to the Recommendation**

City Council can choose to revise any Service Line and associated service levels that would impact the total operating expenditures, revenues or capital programming.

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

The Administration developed the 2018 Preliminary Business Plan and Budget based on public feedback such as the annual Civic Services Survey, Citizen Budget Online Tool, and other public engagement initiatives undertaken throughout the budget process. Specific public and or stakeholder involvement that was undertaken regarding the various rate changes is available in the attachments.

**Communication Plan**

A communication plan is not required.

**Policy Implications**

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

**Other Considerations/Implications**

If applicable, policy, financial, environmental, privacy, and CPTED implications or considerations are included in the attached report.

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

Upon City Council approval of the 2018 Preliminary Business Plan and Budget, the Administration will develop an Approved Business Plan and Budget that will be presented to GPC in early 2018.

**Public Notice**

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

**Attachment**

1. 2018 – 2021 Rates and Fees for Gordon Howe Campground Background
2. Indoor Leisure Centres and Outdoor Pools – Rental Rates – September 1, 2018 to August 31, 2022

**Report Approval**

Written by: Clae Hack, Director of Finance

Reviewed by:

Approved by;

Recreation & Culture 2018 Business Plan & Budget Business Line.docx



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Meeting Expenses – Council Communications and Constituency Relations Allowance**

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

1. That the addition of the following allowable meeting expenses to the Communications and Constituency Relations Allowance Policy (C01-027) be approved:
  - transportation assistance;
  - interpretation assistance (translation, transcription, sign language, etc.); and
  - childcare; and
2. That the Administration report back on the present use, eligibility, and consideration of these expenses in other engagement-related budgets such as those of Council and Advisory Committees, neighbourhood or city-wide engagements and issue-specific engagements; and that the report consider transportation, interpretation, childcare, and 1st voice support among other related engagement supports.

#### **History**

The Governance and Priorities Committee, at its meeting held on October 16, 2017 considered a report of the City Clerk regarding the above.

#### **Attachment**

Report of the City Clerk dated October 16, 2017

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## Meeting Expenses - Council Communications and Constituency Relations Allowance

### Recommendation

That the Governance and Priorities Committee consider recommending to City Council additional items for inclusion in the Council Communications and Constituency Relations Allowance, dealing with meeting expenses, as detailed in this report.

### Topic and Purpose

The purpose of this report is to provide the Governance and Priorities Committee with information gathered from a request for review and report on the potential addition of eligible meeting expenses funded by the Council Communications and Constituency Relations Allowance (CCRA).

### Report Highlights

1. The current CCRA Policy (C01-027) allows meeting expenses to be charged by members of City Council.
2. The City Clerk's Office has reviewed similar allowances in comparable Canadian cities, including any facilitatory assistance for attendees.

### Strategic Goal(s)

This report supports the Strategic Goals of Continuous Improvement, Asset and Financial Sustainability and Quality of Life by providing options to guide City Council in using their CCRA in ways that are industry-leading, open, accountable and transparent, and are an investment for both the City and the community.

This report also supports Council's Strategic Focus Area of Community Safety and Wellness (Lead: Councillor Gough) by considering methods of assistance for invaluable attendees, particularly those with first-hand experience in the work of Council's Committees.

### Background

At its Regular Business Meeting of May 23, 2017, City Council considered a report of the City Clerk regarding the CCRA in relation to the General Entertainment section of the Policy and passed a number of amendments. City Council also resolved that the City Clerk review and report on the potential for addition of the following to the list of eligible meeting expenses under Policy C01-027:

- a. facilitatory assistance for attendees through provision or reasonable reimbursement of:
  - i. transportation assistance;
  - ii. interpretation assistance (translation, transcription, etc.);
  - iii. childcare; and

- b. 1st Voice (lived experience) participation honoraria.

### **Report**

The current CCRA Policy adopted June 27, 2016 allows for members of City Council to charge meeting expenses for i) Facility rental; ii) Catering order for meetings including non-alcoholic beverages, snacks and light foods; and iii) Venue set-up fees, including audio-visual equipment, flip charts, cleaning charges.

A review of the Council and Communications Relations Allowance was undertaken and presented to City Council in 2016 and the subsequent policy was drafted to set out the criteria for use of the communications and constituency relations allowance.

There are no regulatory requirements which would limit the use of the allowance for the suggested purposes; therefore, adding these items is at the discretion of City Council.

A review of comparable Canadian cities' meeting expense coverage was conducted, with inquiries made specifically into any offerings of the above-noted facilitatory assistance for attendees. The responses included:

#### London

- reasonable expenses related to a ward meeting, accommodated within annual expense allocation - items not specifically addressed
- if interpretation assistance is required to meet accessibility requirements, Ontario law requires reasonable accommodation to be provided—the “discretion” for those purposes is superseded by provincial law

#### Toronto

- no reimbursement for attendees' expenses; however Councillors can arrange and pay for translation services and arrange for childcare for attendees at their community meetings

#### Winnipeg

- Councillor Ward Allowance speaks to Community Events, yet no definition - was added to the policy recently for Councillors to cover the cost of hosting ward events such as community clean-up days
- likely would approve costs to bring in a speaker for a community event, bus to transport citizens, translation services, sign language, etc.
- section is purposely vague - each cost for a community event would be evaluated individually

#### Regina

- Councillors have a Communications budget to spend at their discretion – City Clerk vets; however ultimately up to each Council member to be accountable for their expenditures

Calgary

- meetings hosted by the Councillor are not reimbursed under any Policy

Edmonton

- meeting expenses at the Councillors' discretion from his/her own ward budget

Halifax

- no refreshments etc. are covered for smaller meetings; for larger meetings like a town hall meeting, Councillors can choose to have refreshments come out of their advertising account
- when required, (twice in 12 years) provide sign language translation
- no honorarium is ever paid to attendees, guest speakers etc.

Although it appears funding is available in some Cities for transportation and interpretation (translation, transcription, etc.) assistance and childcare, First Voice (lived experience) participation is a relatively new initiative to the municipal sector. Social inclusion guidelines - that address financial assistance and participation honoraria - are currently in use by agencies such as the Saskatoon Health Region and Saskatoon Poverty Reduction Partnership (Attachments 1 and 2) and are included for the Committee's review and information.

The Governance and Priorities Committee may choose to recommend inclusion of the proposed additional meeting expense items into its policy.

**Options to the Recommendation**

In accordance with Section 4.4 of the CCRA Policy, the Governance and Priorities Committee may forward recommendations to City Council regarding any proposed policy amendments.

**Other Considerations/Implications**

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

**Public Notice**

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

**Attachment(s)**

1. Saskatoon Health Region, Health Promotion Department – Social Inclusion Guidelines
2. Saskatoon Poverty Reduction Partnership – Creating a Culture of Inclusion

**Report Approval**

Written by:

Janice Hudson, Committee/City Clerk Assistant

Reviewed and Approved By:

Joanne Sproule, City Clerk and Patricia Warwick, City Solicitor

Leg Report - CCRA Meeting Expenses.docx



## **Health Promotion Department Social Inclusion Guidelines Revised, August 2016**

The Health Promotion Department respects and values the input and contributions of people with lived experience by committing to facilitate their participation in work led by the Health Promotion Department. The purpose of the following guidelines is to outline how Health Promotion Department staff members intend to include individuals who are directly experiencing or have experienced the identified issue(s) in the work led by the Health Promotion Department.

Health Promotion Department staff will apply these guidelines: when creating committees, working groups or coalitions; developing standards of practice or policy options and documents; and, when the goal of the work is to build community capacity. The following are guidelines and may need to be individualized in some cases.

### **1. Respecting individual differences**

- Where possible, Health Promotion Department staff will create an inclusive and flexible environment, which allows for individuals with lived experience's unique needs

### **2. Responsibility to ensure inclusion**

- A Health Promotion Department staff member will provide a copy of these guidelines to community partners (Quality of Life CHALLENGE, Inclusion Policy and Procedures)
- Chairpersons of Health Promotion Department-led committees will include a brief reminder about the inclusion guidelines on agendas every three months (Quality of Life CHALLENGE, Inclusion Policy and Procedures)
- Health Promotion Department staff may consult with individuals with lived experience to determine a supportive number of representatives with lived experience
- Health Promotion Department staff will consider and offer different participation options (e.g., committee member, focus group, survey, written input, individual consultation). Consideration will be given to the time commitment required as well as individual skills and capacity
- Health Promotion Department staff will consider the level of engagement required for the specific initiative (refer to and follow Appendix A: Continuum of Engagement). Decisions will be made in a collaborative and inclusive manner
- Input from each participant is equally valued. To highlight this principle, reading an opening inclusion statement at meetings will be considered (Appendix B: Saskatoon Anti-Poverty Coalition Opening Statement)

- Full names of organizations rather than acronyms will be used in discussions in order to support full understanding for all present (Quality of Life CHALLENGE, Inclusion Policy and Procedures)
- When inviting participants to a meeting at which food will be provided, Health Promotion Department staff will ask all guests about special dietary needs
- Health Promotion Department staff will invite individuals that are working with the Health Promotion Department to provide feedback during and after each meeting or event on how they felt about their participation
- Individuals with lived experience that are participating in work with the Health Promotion Department can feel free to provide feedback at any time on how they felt about their participation. If needed, anonymous feedback can be mailed to: Health Promotion Department, 101-310 Idylwyld Drive N, Saskatoon, SK, S7L 0Z2

### **3. Communication**

- When individuals with lived experience are invited to participate in Health Promotion Department work, a Health Promotion Department staff member or current working group member will be identified to be their “buddy”. Buddies will be responsible for sitting beside new members through the first few meetings or events, helping answer questions, and supporting, inspiring and nurturing the individual in their role with the work
- Health Promotion Department staff may extend an invitation to people with lived experience to bring a person of their choosing to accompany them to meetings or events for support. Note: Providing the guest with financial compensation may not be possible, and will be negotiated prior to the meeting or event
- Individuals with lived experience will be given options for how they would like to be notified of meetings and other important messages (e.g., phone, email, mail)
- People who have lived experience can provide valuable input in reviewing communications and marketing for content and tone. When possible, as part of the editing process, all major communications will be edited by a person with lived experience

## Financial Reimbursement

The Health Promotion Department recognizes that it should not cost people living with low incomes to participate in the work of the Health Promotion Department.

Other organizations using this document should recognize these as guidelines only, and financial reimbursement may need to be adjusted given the circumstances.

As much as possible, financial reimbursement will be negotiated prior to the meeting or event.

### **1. Self identification of low-income status**

- Income status is based on self-identification. This information will be kept confidential by the staff of the Health Promotion Department (Quality of Life CHALLENGE, Inclusion Policy and Procedures)

### **2. Transportation**

- The cost of transportation will be offered for each meeting or engagement where costs are incurred
- With a minimum of one week's notice, the Access Bus will be used for people with physical challenges
- A \$5 honourarium per person per one-way bus trip taken (\$10 round trip) will be paid to those (including their children, as relevant) taking the bus. Information on City of Saskatoon discounted bus passes is available: <http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Pages/LeisureAccessProgram.aspx>
- A \$10 honourarium will be paid to those using their own vehicle, as well as reimbursement for parking costs
- Cab fare will be covered for those with children, those unable to access public transportation, and in the cases of extreme inclement weather
- As much as possible, meetings will be organized in spaces that are easily accessed by public transportation and wheelchairs. (Quality of Life CHALLENGE, Inclusion Policy and Procedures, Vibrant Communities Saint John Honouraria and participation expenses)

### **3. Childminding**

- Childminding will be available on site when appropriate, and paid at \$16/hr (Living Wage YXE, Saskatoon Mothers' Centre)
- Childminding arranged by the participant will be paid at \$16/hr for the length of the meeting (i.e., when childminding is not available on site, illness, special needs), plus an additional hour to account for travel time to and from a meeting (Quality of Life CHALLENGE, Inclusion Policy and Procedures, Living Wage YXE, Saskatoon Mothers' Centre)

#### **4. Food**

- For meetings scheduled over a meal hour and meal is NOT provided, a \$10 honourarium will be provided
- For meetings scheduled over a meal hour and for over two hours, children on site (i.e., in childminding) will be provided with a healthy snack or meal (Quality of Life CHALLENGE, Inclusion Policy and Procedures)

#### **5. Honouraria**

- An honourarium of \$16/hr will be provided to participants with low incomes for meetings (including preparation time) and presentation time, up to a maximum of 8 hours. Half hour payments will be provided at \$8/hr for any meetings, events, or tasks that require it (Living Wage YXE, Saskatoon Mothers' Centre)
- When people with low incomes are asked to conduct specific focused work (e.g. research, report writing, creating presentations) beyond meeting times, they will be provided an honourarium of \$16/hr. (Quality of Life CHALLENGE, Inclusion Policy and Procedures, Living Wage YXE, Saskatoon Mothers' Centre)

General Reference: DOES Guideposts, Saskatoon Anti-Poverty Coalition

Appendix A. Continuum of Engagement (source: IAP2 International)

<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
To provide the community with balanced and objective information to assist them in understanding the problem, alternatives, or solutions.	To obtain community feedback on analysis, alternatives, or decisions.	To work directly with the community throughout the entire process to ensure that community and organizational concerns are consistently understood and considered.	To partner with the community in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the community.
<b>Promise to the community</b>	<b>Promise to the community</b>	<b>Promise to the community</b>	<b>Promise to the community</b>	<b>Promise to the community</b>
We will keep you informed.	We will keep you informed, listen to and acknowledge your concerns, and provide feedback on how community input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how community input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	To place final decision making in the hands of the community.

## Appendix B. Saskatoon Anti-Poverty Coalition Meeting Opening Statement

### **SAPC Opening Statement**

Let us acknowledge today that some of us present are volunteers and that others are professionals being paid while attending this meeting.

We acknowledge that some of us here are living in poverty, while others here are not living in poverty. We acknowledge that we don't know everything there is to know about one another but everyone is equal.

Everyone does have importance in this world, a purpose. A simple word, a simple act, can make a difference in a person's life. We are here because we all want to work together to reduce and eliminate poverty in Saskatoon

Some of us have more practice at being at meetings and speaking publicly, but we all experience uncertainty at time. We acknowledge that everyone here has something important to say and something important to contribute to our purpose.

It is the job of the meeting Chair to keep us all on track so that we can complete the business of the meeting within a reasonable time frame. Because of this responsibility the Chair may have to limit the amount of time each of us has in which to speak. This is not a reflection on the value of what is being said, only a reflection of the need to give others a chance to speak, and to keep the meeting within a reasonable time frame.

At the end of the meeting the co-chairs will be available to discuss any concerns of feelings we may have about any part of today's meeting. We are all very welcome to talk with the co-chairs after the meeting.

In addition we are each reminded to:

- Have fun
- Be excellent to each other
- Respect boundaries (invisible personal fence)
- Arrive early so you get a chair
- Be friendly
- Work as a team, support one another, we're all in this together

\*\*\*\*This applies to all meetings of SAPC members or Executive or Committees or Task Force(s).

DATE	ACTIVITY	NAME (Print)	AMOUNT \$ RECEIVED	SIGNATURE FOR CASH RECEIVED	DESCRIPTION OF FEES
					Honourarium: \$
					Transportation: \$
					Childminding: \$
					Food: \$
					Honourarium: \$
					Transportation: \$
					Childminding: \$
					Food: \$
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# Creating a Culture of Inclusion

*A practical guide for community groups & employers to include people with the lived experience of poverty in their work.*

*“Nothing About Us,  
Without Us.”*



# Introduction - Creating a Culture of Inclusion

If you and your organization work with individuals and families living in poverty, you know how important and rewarding this work is. No doubt you are equally aware of the difficulties and frustrations that can arise as you strive to support people who are responding to multiple, complex challenges in their lives. It can be hard to find the energy and passion needed to keep doing this work over the long haul.

The purpose of this guide is to create a shift in the way we see the intended users of programs and services, from 'clients' or 'consumers' to individuals who have valuable experience, knowledge and skills that can benefit your organization. Rather than dividing people into '*those who give*' and '*those who receive*,' this approach recognizes that each of us has something to offer and we can all learn from one other.

Many organizations understand that the best way to design effective, relevant services and programs is to seek direction from the people who will be accessing them, and that the skills and knowledge of their employees need to be complemented by the expertise of individuals with lived experience of the issues.

Putting this new perspective into practice raises many questions:

***But how do you actually do this?***

***What additional resources are needed?***

***What does this kind of relationship look like?***

***What are the challenges and how can we be successful?***

## Speaking the same language:

It is critical to the process that the people working together have a common understandings. The following definitions are offered as a starting point but groups are encouraged to work together to increase understanding and to build a culture of inclusion that is specific to the work of your group.

**Lived experience** can refer to any issue or situation (poverty, homelessness, illness, social exclusion, historical trauma, addiction, parenting) that is relevant to an organization or project. The term acknowledges that those with personal experience have invaluable insights and understanding that those without such experience lack, no matter what their level of education and training.

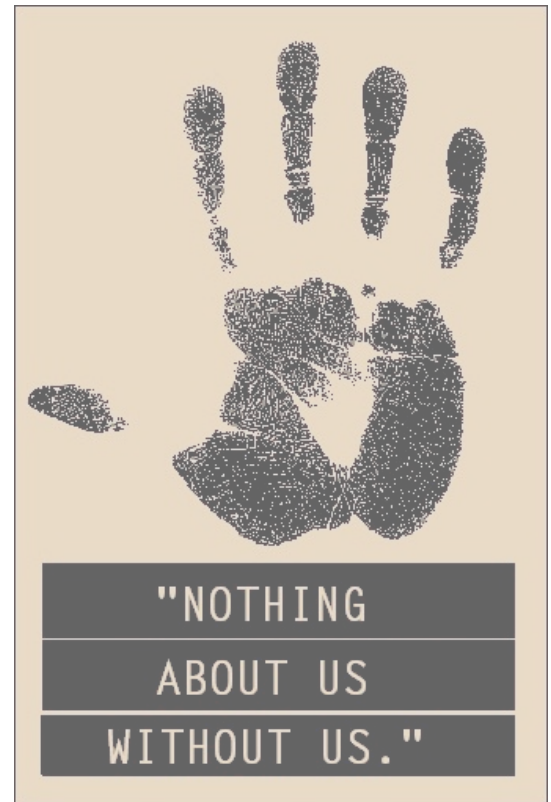
First Voice (FV) and Essential Voice (EV) are examples of program models designed to include lived experience.

The SPRP is committed to the inclusion of people with lived experience of poverty.

**Poverty** is a word that can be defined in many ways. This is how the SPRP defines poverty reduction:

***“Creating conditions which enable all members of our community to develop their talents and abilities, to have the choice to actively participate in economic, cultural and social life and to enjoy a good standard of living on a sustainable basis”***

It is important to recognize that there is great diversity among the experiences, perspectives, needs, and abilities of those who identify themselves as living in poverty, and each person's experience of poverty is unique.



# Why is Inclusion Important?

## It's good for your organization.

Hearing from the people who access the services and programs you provide, or who are impacted by policies, is essential if you want your organization to be as relevant and effective as possible. Individuals with lived experience bring knowledge, experience and skills that those without this experience lack. Nothing teaches us better than learning from experiences. It may change the way you work, the way you are seen by the people you serve, and improve outcomes. Often these community members are better suited for certain roles, such as those that involve connecting with others from that community, providing hospitality, story telling and engaging with media.

*If it weren't for that program, I probably wouldn't be working FT. I'm very quiet and shy and not the type to talk to just anybody, and it opened me up a bit more when I started speaking at different churches about the program."  
Angela, FV program participant.*

## It's good for people with lived experience.

Having input into services, programs and policies is empowering and decreases the frustration with the system that many people may experience. Self-esteem and self-confidence grow when individuals have the chance to develop skills and knowledge to contribute to community. Mental and spiritual well-being are increased when people are listened to with the respect and the worth of their lived experience recognized. Being involved in the work of a community can widen and strengthen individuals' social network and increase their sense of belonging. It creates a better understanding of issues in the community and of how organizations work. Being compensated for contributions is not only helpful financially, but it reinforces that they are valued. For many individuals, the confidence, skills, and connections they develop through these opportunities can help them make further positive changes in their lives (ex. education or employment). And of course, all will benefit from improved services and programs that are more relevant and effective.

*They are making themselves vulnerable, risking themselves in a new environment with a different language & culture. The Professional Staff is setting aside what they know, their role, and their expertise in order to be a student of another's experience.*

*Janet, ICM*

## It's good for you.

As an individual, when you adopt a "nothing about us without us" vision of inclusion it breaks down divisions of us vs. them and giving vs. receiving. By opening yourself up to learning from those with a very different background and life circumstances from your own, you will mature in ways you may never have expected; enriched by new relationships and with deepened understanding, compassion and empathy. You can find greater satisfaction and a sense of accomplishment in your work.

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## What can this way of working look like?

Including people with lived experience in your organization can be done in a variety of ways. It depends on goals, resources and supports, but also the skills or abilities of the individuals involved. There is a spectrum of inclusion, outlined on the following page, that ranges from employment opportunities to inclusion in governance and human resource processes. It is important to understand that this spectrum of inclusion is not weighed as one opportunity being better than another and that, regardless of where on the spectrum of actions the work is it is critical to have the following components:

- communication that builds a human relationships
- appreciation for complexity of circumstances
- empathy
- patience and understanding
- willingness to learn

# The Spectrum of Inclusion - practical examples

## What could including people with lived experience of poverty look like for you ?

The following table provides a few examples along the spectrum of inclusion. Starting with basic connections for practical work, moving through more relationship based opportunities and ending with inclusion in governance and strategic directions.

	practical work	consultation	education and story telling	community outreach	policy, planning and strategy
Examples	<ul style="list-style-type: none"> <li>• outdoor work</li> <li>• seasonal work</li> <li>• office work</li> </ul>	<ul style="list-style-type: none"> <li>• focus groups</li> <li>• single event participation</li> </ul>	<ul style="list-style-type: none"> <li>• media events</li> <li>• sharing personal stories</li> <li>• educational events</li> </ul>	<ul style="list-style-type: none"> <li>• hosting at outreach programs</li> <li>• interacting with community members</li> </ul>	<ul style="list-style-type: none"> <li>• advisory committees</li> <li>• board of directors</li> <li>• human resources</li> <li>• working groups</li> </ul>
Supports Required	<ul style="list-style-type: none"> <li>• prompt &amp; fair payment for services/ expertise</li> <li>• Training and orientation</li> <li>• Basic Employee Supervision</li> </ul>	ALL previous column supports PLUS <ul style="list-style-type: none"> <li>• Assistance with transportation</li> <li>• Sensitive, skilled facilitation</li> <li>• clear explanations about format/ purpose</li> <li>• emotional supports</li> </ul>	ALL previous column supports PLUS <ul style="list-style-type: none"> <li>• trust &amp; relationship building</li> <li>• short-term check ins and debriefing</li> </ul>	ALL previous column supports PLUS <ul style="list-style-type: none"> <li>• on going relationship &amp; trust building</li> <li>• mental health supports</li> <li>• co-mentorship</li> </ul>	ALL previous column supports PLUS <ul style="list-style-type: none"> <li>• governance training and mentorship</li> </ul>
Benefits to the Individual	<ul style="list-style-type: none"> <li>• increased sense of belonging, self confidence and sense of value</li> <li>• income</li> <li>• build personal strengths</li> <li>• accountability and ownership</li> </ul>	ALL previous column benefits PLUS <ul style="list-style-type: none"> <li>• creates opportunities to raise awareness</li> <li>• builds connections &amp; trust</li> </ul>	ALL previous column benefits PLUS <ul style="list-style-type: none"> <li>• public speaking opportunities</li> <li>• ability to influence others</li> <li>• help others process experiences and find meaning</li> </ul>	ALL previous column benefits PLUS <ul style="list-style-type: none"> <li>• builds deep connection with community</li> <li>• develop strong self confidence</li> </ul>	ALL previous column benefits PLUS <ul style="list-style-type: none"> <li>• develops awareness</li> <li>• creates feeling of being part of the solution</li> </ul>
Benefits to your organization	<ul style="list-style-type: none"> <li>• demonstrates commitment to community</li> <li>• gets work done</li> </ul>	ALL previous column benefits PLUS <ul style="list-style-type: none"> <li>• get feedback about services</li> <li>• builds credibility and relationships</li> </ul>	ALL previous column benefits PLUS <ul style="list-style-type: none"> <li>• impact and enhance direct services</li> </ul>	ALL previous column benefits	ALL previous column benefits PLUS <ul style="list-style-type: none"> <li>• builds a better understanding of your services to clients</li> </ul>

# Practical Supports - Guidelines

It's important to understand the unique needs of all of your team. Many aspects of poverty make it difficult for people to participate consistently. Not having reliable transportation, access to a computer, the Internet, and phone service; inadequate nutrition and housing; mental health and addictions; lack of supportive relationships are some of the challenges people may face. The following are examples of common, practical supports that many people with lived experience face:

## Early years support

Many people you are working with have young children. In some cases, it may be appropriate to invite them to include their children, or you may be able to offer access to childminding on site. Alternatively, providing compensation to arrange their own childcare may be the best option. For caregivers of older children, activities that happen during school hours are generally easier to attend.



## Transportation

Many people do not have their own car and must rely on taking the bus, cycling or walking. The location of activities can make a big difference in how easy it is for them to attend. Safety is also a factor, as people may be unwilling to come to activities in places that they see as dangerous, especially in the evening. Take into account how people will be getting to your location, and consider covering the cost of bus fare, gas and parking, or a cab.



## Nutrition

Providing healthy snacks or meals, depending on the time of day, is always a good idea. By offering something to eat, you are directly supporting people's well-being. Have some clean containers on hand so people can take any leftovers home with them. If you wish to meet over coffee or lunch, be clear when inviting the person that you will cover the costs. Ask about dietary needs ahead of time to ensure proper nutrition, health and cultural needs are met.



## Compensation

Paying people for their time and expertise shows that you truly value their contributions. Most organizations provide compensation in the form of an honorarium. Other benefits, like gift cards may also be appropriate. Clear communication about compensation, ahead of time, is key.

### What is a fair honorarium?

The concept of a [living wage](#)--the amount needed for an individual working at least 35 hours a week to be healthy and productive, gives an idea of what to aim for. In 2015, a living wage for Saskatoon was calculated to be \$16.77/hour.

Depending on your funding, you may not be able to provide this level of honorarium, but it is something to work towards. It is also important to recognize that people with lived experience have varying levels of expertise in this work; just as with employment, greater levels of experience and skills should be compensated accordingly. Provide honoraria regularly and promptly, in the form of cash rather cheques if

possible, as not everyone is able to cash cheques easily.

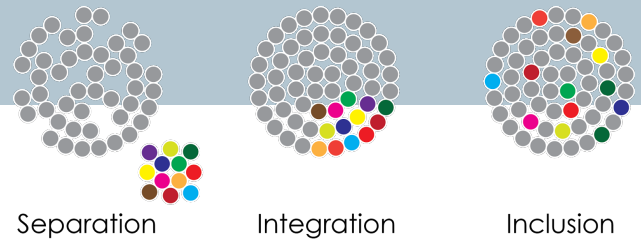
**Remember other expenses:** When people are asked to travel to meetings or conferences, additional expenses will arise. Planning ahead with the person to ensure that everything will be covered will reduce their anxiety and avoid any problems. For example, hotels that require credit cards and ID or special events that require appropriate clothing.



"Asking is better than assuming or waiting for people to tell you what they need"



# Where should you start?



## How to find people and invite them to participate?

As you identify or create these opportunities for including people with lived experience, give some thought to the kind of person or persons who would be a good fit for the position(s). All people are diverse in many ways, including their skills, knowledge, interests, and ambitions. Some are interested in and capable of taking on a long-term position with increasing responsibilities; for others, one-off or short-term activities may be most appropriate, at least initially. A clear understanding of the skill set and personal qualities you are looking for will help greatly. If your organization provides services or programs to a particular group of people, it makes sense to start by looking within this group for individuals who would be interested, and able, to work with you. If you don't have a client base to draw from, talk to others you know who do. Placing ads or putting up posters does not seem to work as well as word-of-mouth and personal contacts (but they can be useful to let other organizations know what you are doing, so they can help look for potential applicants). When recruiting people, your interview/ screening process will depend on the nature of the position. If you need to conduct a more formal hiring process, remember that job interviews can be extremely intimidating, particularly for those who have had little or no experience with them. Think about how you might reduce stress when considering where to hold the interview, who to involve, what kind of questions to ask and how to prepare the lived experience colleague.

If you offer paid work to individuals who have been clients of your organization or program, bear in mind that they will not only need to adjust to their new role, but also deal with a shift in their relationships with other clients.

[Working with EV] has brought me confidence, having a stable structure—listening to [co-mentor] and her listening to me. There's mutual respect, and it's opened my mind and my heart. It's another stepping stone for me—it's created more life within my life.  
Faith, ICM EV program participant

## Training/Orientation

Both individuals with lived experience and your organization will benefit from an orientation to the process of inclusion. Include conversations about how your system works, discuss various acronyms and terms, introduce team members and create strategies to include story telling.

In consultation and board opportunities, communicate expectations around how meetings function and be prepared to modify the business-like tone of work. Colleagues with lived experience tend to share more personal thoughts and experiences, reflecting the expertise they have been asked to bring, which may not fit with the traditional format and tone of meetings in organizations. Topics to address could include: explanation of the facilitator's role; how to interject and participate effectively in a meeting, how the organization operates. It is not just the individuals with lived experience who are expected to adapt to the ways of the organization, but the professionals will also be open to modifying the way they do things to be truly inclusive.

Those with lived experience may also require additional training, depending on their previous experience and the role they are playing in the organization. Individuals being asked to serve as hosts may benefit from training in cultural competency, compassionate communication and dealing with mental health concerns. You should also be prepared to support the emotional and cultural well-being of people with lived experience.



“There are different levels of participation by First Voice people. I can meet with people from [a large organization] because I understand them and don't feel intimidated, but other First Voice people may not be able to participate in this setting. People who have had the chance to process their experiences of poverty, by talking about them with others and get to a point where they don't see themselves as a victim, are better able to engage as First Voice.”

# Building Personal Relationships

## Communication

The importance of communicating openly cannot be stressed enough. Rather than assuming you know what people with lived experience need and how they are feeling about things, ask them. If you model openness and respect right from the start, you make it easier for people to voice their concerns and share their opinions honestly. You will make mistakes as you navigate this new territory, but with good communication, differences and misunderstandings can be resolved and your relationship strengthened. Confidentiality is something to consider at all times. When working in a group setting, it's critical to discuss guidelines for protecting privacy. In practical terms, find out what form of communication people prefer. Some may not have good computer access or a reliable cell phone, for example. Also, diversity, experience and perceptions may create misunderstanding. Be aware of your language and allow time for a check-in at the end of every meeting, or debriefing one-on-one, where each person is invited to share things that were said or done that they didn't understand, or moments when they felt misunderstood or judged. Having everyone address these issues is key to making this work.

## Sharing Experiences

Stories are very powerful and can complement facts and figures when describing the population you serve. The first task is to decide how many and what type of stories would be appropriate.



Remember that each story is unique and there are many different lived experiences of poverty. Plan to spend time working to help them prepare and practice telling their stories, while recognizing that it is their own experience. You can carefully offer feedback to help them present it clearly and in a compelling manner. It is often effective to have someone from your organization present along with the individual in order to provide the broader context. Consider the audience with which the story will be shared. Speaking to the media can be very difficult. Individuals often find sharing their stories empowering, but at the same time, reliving difficult experiences can be traumatic. It's vital to find out what kinds of supports they would like throughout the process of preparing and sharing stories, and provide adequate time for debriefing after each presentation in order to avoid re-traumatizing.

## Mutual Mentorship

One of the fundamental principles of inclusion is that everyone has something to teach and something to learn. Depending on their background, individuals with lived experience may have little familiarity with how organizations are structured and operate, how meetings work, time management, etc. On the other hand, people working in organizations, who may not have similar lived experiences themselves, generally lack a deep understanding of the issues. Mutual

mentorship encourages both parties to be curious and open to learning from each other, with respect for the other's expertise. It is critical that the relationship has boundaries. Effective mentorships have distinct lines between personal and professional relationships. It is not the intention of an inclusion policy to create power dynamics, perpetuate charity based relationships or create guilt among the team. Build a solid communication strategy and support learning, while respecting personal boundaries.

"It helps me in my day-to-day work, having created a lasting relationship with [co-mentor and co-worker]. What I like is that I can build bridges in my community. This is truly reconciliation that we're doing here."

Lynn, ICM EV program participant

*"I was surprised by how much I was affected by my work with Essential Voices staff. We worked through some difficult moments--miscommunications, cultural misunderstandings, unspoken needs, anger. There were times when I wondered if we'd be able to overcome the extreme differences in our backgrounds and perspectives--had we even been at the same meeting? And then there were times when I wondered if we'd be able to achieve anything practical because so much time went into relationship building and debriefing! But we kept coming back to the table, and kept coming back to our goals, and we were able to build a level of trust and even friendship that is a source of deep satisfaction to me. Plus we had influence and impact in very (to me) unexpected ways. I don't always get to see the change happen. In my relationships with Essential Voice staff I saw people change and grow--them and me--and this has been inspiring and given me new energy for my work."*

Karen, ICM

# Trust and Conflicts

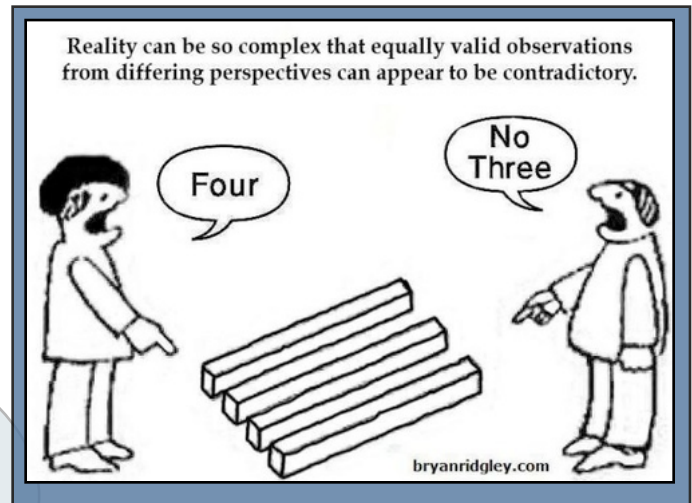
## Building Trust

People with lived experience of poverty may have not had many positive interactions with individuals in positions of power. Their experiences and perceptions may mean that they do not trust people working in organizations, and initially, they may not be comfortable being completely honest. It takes time, commitment, respect, caring, empathy and openness to build a trusting relationship. Trust is the foundation of successful, meaningful inclusion.

“It keeps your heart soft toward those who are socially marginalized, and you're much more able to think critically about policy—you come from a grounded place. It helps round out your learning about policy, theory and so on. I didn't understand why people were continually poor before I started doing this work and learning from the EV staff. They are our strategic partners rather than our target group.”  
*Janet, ICM*

## Conflict Resolution

Realizing that disagreements occur in any relationship and that conflict is not in itself a problem can help prepare you and the individuals you are working with to respond productively and respectfully when conflict does arise. It can be useful to share ideas in advance of disagreements about how they will be handled, e.g., taking a short break, setting a time to return to the table, giving each person time to share their point of view. Handling conflict successfully creates a stronger relationship, because it builds trust and shows that it's okay to disagree. Be sure to include all members of the team when designing a conflict resolution strategy and be mindful of personal boundaries and cultural norms.



“I can't believe how much I've opened up. I had skills I couldn't figure out how to use. I constantly struggle with depression, this gave me the opportunity to work around it, use my best self in everything I do. I can't begin to describe how important it's been to find a place in the world where I was respected for what I know. I feel like I have a place in the world, and it's an important place. It's a long time since I felt that way. When you live in poverty for a long time it wears you down and wears you out.”  
*Betty-Anne, ICM EV program participant*

One of the Integrated Community Ministries' (ICM) programs is a weekly coffee time, held at their office building, which is located in a core neighbourhood. ICM hires an “Essential Voice” (EV) person with lived experience of poverty as the coordinator. This Coffee Coordinator recruits and organizes volunteers, who take turns providing refreshments (usually soup and sandwiches). The coordinator is the main host, welcoming the volunteers and guests, making people comfortable, setting up and cleaning up. This initiative is seen as a valuable way to increase the understanding of poverty and related issues among United Church volunteers and to foster relationships between them and members of the community in which ICM works. Having an individual with lived experience serving as the coordinator works well because it creates connections with the community, increasing trust. People are more likely to attend and to feel at ease because they can relate to the coordinator.

*Janet Clarke, Community Minister with ICM, says “Over the past seven years, with five different Coffee Time Coordinators, we've seen great friendships develop among those involved.”*



# Creating Meaningful Inclusion - Examples



The Saskatoon Mothers' Centre is run by community women, with lived experience, who live in the core neighbourhood. Paid by honorarium. Their role is to greet and engage the women and children, help keep the Centre clean and tidy, serve snacks and refreshments, and connect women to community resources. There is also a paid Host Coordinator, to manage the roles/responsibilities associated with being a host. Kathie Cram, Community Development Consultant with Population and Public Health (Saskatoon Health Region), says that having women with lived experience hosting the Centre helps both the women and the Centre itself: *"They see that they have something to give, and that's awesome. My experience at the SMC has taught me that women have a strong desire to give back to their community. They get a little stronger because of this. As well, they know the services on the ground maybe more than some professionals would."*

Writing an autobiography is a key element in STR8UP's approach to helping gang members free themselves from this lifestyle and begin to heal by understanding how they got where they are.

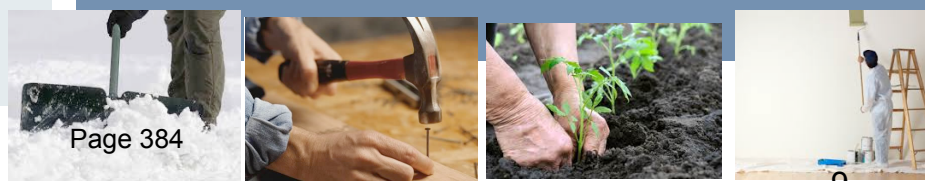
Executive Director Alex Munoz says, *"The story is like a mirror in front of your face."* Members are encouraged to share their stories with schools and other community groups, as well as at meetings with funders. One member explains how sharing their stories can benefit both the audience and the individual: *"The presentations are just to help create awareness of gangs, that there are people out there who are struggling with problems that the youth in schools are going through, and that they're not alone, so we're there to create awareness. And for the members, the presentations help with healing, self-healing, encouragement, and just learning how to be open and have self-confidence."*



The Poverty Costs campaign organized focus groups to gather stories about living in poverty. The information collected was then used to create four composite stories that were shared online. Two individuals with lived experience helped guide the process and a third was hired using the Essential Voices model to enlist participants and help run the focus groups. When interviewed afterwards, participants reported that they found sharing their stories in the focus groups to be a very empowering experience. They felt the information they contributed would be valuable in creating realistic stories to be used as campaign materials, and helpful in creating policy for poverty reduction. Poverty Costs also consulted people who reviewed the campaign's social media material to ensure it was appropriately written, understandable and inclusive.



AIDS Saskatoon regularly hires clients to do casual work. Danielle Genest, Executive Director, says, *"Many of the people who are employed by AIDS Saskatoon in this capacity have grown in the areas of employment skills, communication, accountability, and resilience. We have created a community of support and respect. Many people utilize these skills in becoming more gainfully employed or educated and it creates a safe space to try out new ideas in the realms of advocacy, advisory, and governance. As well, these opportunities give PWAS [people who access services] the sense that they belong and have some ownership of the space. In this way, we foster mutual respect from us to them, but also from them to us. Feeling like they are as much a part of AIDS Saskatoon as the paid staff fosters a very trusting open relationship that is beneficial if and when they are ready to address any of the obstacles they face in their lives."*





# Community Partners

AIDS Saskatoon



Saskatoon Anti-Poverty Coalition



Saskatoon Poverty Reduction Partnership



Essential Voices



Saskatoon Mothers' Centre



River Bend Integrated Community Ministries (ICM)



Quint Development Corporation



STR8 UP



Poverty Costs



*"One of the big challenges I face in working more inclusively is identifying 'deliverables,' and showing what we're accomplishing. I argue that the aim is for me to be influenced by people with lived experience—not just me influencing them—so then I can change the way my organization works."*  
Jon, community advocate

*"People who use services are very good evaluators of the efficiency of programs, for example, around the lack of coordination between services."*

Colleen, SPRP coordinator

*"A big learning for me was how much people want to volunteer and give of their time. There's a myth around poverty, that people will only do things for money."*  
Janet, ICM

*The Mother's Centre has given me a sense of community!*  
-Participant

Get Connected....

Saskatoon Poverty Reduction Partnership  
[TalkPovertySK@gmail.com](mailto:TalkPovertySK@gmail.com)

# Acknowledgements

The Saskatoon Poverty Reduction Partnership would like to thank the following people and organizations for making this tool kit a reality. Our teams spent countless hours consulting community members, developing and evaluating content and creating this tool that can be used by employers, community organization and boards to create a culture of inclusion in their work.

## SPRP First Voice Inclusion Action Team:

Saskatoon Health Region, Population & Public Health - Health Promotion

Saskatoon Anti Poverty Coalition & Passion for Action Against Homelessness

Unitarian Congregation of Saskatoon

Saskatoon Food Bank and Learning Centre

First Voice Community Member Advocates

AIDS Saskatoon



## Consultations and Contributors

The SPRP First Voice Inclusion Action Team would also like to thank Kathryn Green for her expertise and commitment to developing, implementing, evaluating and reporting on numerous hours of community consultation events, including 1-on1 interviews and focus groups with advocates, agencies and Saskatoon residents who currently live in poverty.

*“Sharing information about barriers and supports in order to include more FV persons brings me hope.... I was happy to have my voice included the process of making this important community tool”*

*Ruth - FV advocate*

*“I have heard many times that creating a practice of inclusion is difficult. There are so many unknowns. Sometimes people are afraid to do the wrong thing. This tool is designed to help get started.*

*Colleen, SPRP coordinator*

*“First voice inclusion can create community ownership and credibility among agencies who are working together to reduce poverty”*

*Heather, SPRP partner*

Nothing About Us, Without Us.

Content for this report was gathered through community consultations, interviews and conversations with community partners and colleagues from diverse backgrounds. The team was purposeful in hosting conversations that provided perspectives from people with the lived experience of poverty.

The purpose of this project was to collect stories, learnings and examples of how to include people with lived experience of poverty in policy and practice to enrich community.

The team acknowledges that there may be many forms of inclusion that can occur in the community, that lived experience can be defined by the type of project being done and we encourage projects to develop priorities to include representation of the people you are working with/for:

**Nothing about us without us.**

For the purposes of this guide, it is important to the team that we focused on the inclusion of lived experience of poverty. We encourage organizations, businesses and community to use this guide but also to reflect, and possibly modify, it for the various other types of inclusion you may doing.

The team would like to challenge systems to step outside of the box, and redefine how work is done, what barriers are created and how to build inclusive communities.

*“Nothing About Us,  
Without Us.”*



Saskatoon Poverty  
Reduction Partnership



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Deferral Report – Absences and Support for City Councillors**

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

1. That the Administrative report respecting research, best practices, findings and recommendations regarding absences and support for City Councillors be deferred until the first quarter of 2018; and
2. That the matter be referred to SUMA for consideration in discussions with the provincial government, with particular reference to provincial legislation on this issue in Alberta and Quebec.

#### **History**

The Governance and Priorities Committee, at its meeting held on October 16, 2017 considered a report of the City Clerk regarding the above.

#### **Attachment**

Report of the City Clerk dated October 16, 2017

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## Deferral Report – Absences and Support for City Councillors

### Recommendation

That a report be submitted to City Council recommending that the Administrative report respecting research, best practices, findings and recommendations regarding absences and support for City Councillors be deferred until the first quarter of 2018.

### Topic and Purpose

The purpose of this report is to request deferral for receipt of an Administrative report dealing with research, best practices, findings and recommendations regarding absences and support for City Councillors, to the first quarter of 2018.

### Strategic Goal

The information and recommendation contained in this report aligns with the Strategic Goal of Continuous Improvement and the leadership commitment of effective communication, openness and accountability.

### Background

At the City Council meeting held on May 23, 2017, the attached motion of Councillor Block regarding absence and support for City Councillors was considered. City Council resolved:

1. That City Council instruct the Administration to research, investigate best practices, if any, and recommend various policy options that address absence and support for City Councillors as outlined in this Motion; and
2. That the Administration report its findings and potential recommendations to the Governance & Priorities Committee not later than October 31, 2017.

### Report

According to *The Cities Act* a member of Council is disqualified from Council if the member is absent from all regular Council meetings held during any period of three consecutive months, starting with the date the first meeting is missed, unless the absence is authorized by a resolution of Council. There is no specific reference given to parental leaves, compassionate leaves or health-related leaves. The current state would require all leaves to be individually approved by City Council.

The finalization of a report addressing absence and support for City Councillors has been delayed. The Leadership Team Governance Subcommittee has undertaken research of other jurisdictions with respect to leaves of absences and support for members of Council. Information relating to parental leaves has been obtained. In particular, the City of Edmonton has conducted extensive research in this area and has drafted policy statements. This material is currently being reviewed.

## **Deferral Report – Absences and Support for City Councillors**

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Research of the broader question of leaves of absence and support, including compassionate leaves and illness-related leaves continues and will require additional time to complete. The Leadership Governance Subcommittee therefore respectfully requests a deferral to the first quarter of 2018 to submit its report in order to provide Committee with a comprehensive report.

### **Public Notice**

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

### **Attachment(s)**

Attachment 1 – Public Resolution 11.2 of City Council, May 23, 2017

### **Report Approval**

Written by: Joanne Sproule, City Clerk  
Reviewed and Approved by: Patricia Warwick, City Solicitor  
Mike Jordan, Director of Government Relations

Leg Report – Deferral – Absences and Support for Councillors.docx

**PUBLIC RESOLUTION  
REGULAR BUSINESS MEETING OF CITY COUNCIL**

**Main Category: 11. MOTIONS (NOTICE PREVIOUSLY GIVEN)**

**Sub-Category: 11.2 Councillor C. Block - Absence and Support for City Councillors [File No. CK. 255-1]**

**Date: May 23, 2017**

*Any material considered at the meeting regarding this item is appended to this resolution package.*

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In accordance with Section 65(1)(b) of Bylaw No. 9170, The Procedures and Committees Bylaw, 2014, the following notice of motion was provided by Councillor C. Block:

"WHEREAS City Council supports diversity and inclusion in civic politics and aims to remove as many barriers as possible so as to encourage greater participation in the process;

WHEREAS engaged persons may be unable to participate in the local political process due to such barriers as personal family commitments and/or emergencies;

WHEREAS the Saskatchewan Cities Act disqualifies an elected person from serving on City Council if such a member "is absent from all regular council meetings held during any period of three consecutive months, starting with the date that the first meeting is missed, unless the absence is authorized by a resolution of council;

WHEREAS City Council, by resolution, does not have an official policy that outlines support for those elected officials who may, from time to time, be required to be absent from their duties so as to attend to matters such as, but not limited to, child birth, illness support, or compassionate leave;

WHEREAS City Councillors do not have direct staff support to assist them in carrying out their duties in the case of such absences, commitments or emergencies;

THEREFORE, BE IT RESOLVED, that City Council instruct the Municipal Review Commission to research, investigate best practices, if any, and recommend various policy options that address absence and support for City Councillors as outlined in this Motion; and

BE IT FURTHER RESOLVED THAT, the Municipal Review Commission report its findings and potential recommendations to the Governance & Priorities Committee not later than October 31, 2017."

**Moved By:** Councillor Block  
**Seconded By:** Councillor Gough

1. That City Council instruct the Administration to research, investigate best practices, if any, and recommend various policy options that address absence and support for City Councillors as outlined in this Motion; and
2. That the Administration report its findings and potential recommendations to the Governance & Priorities Committee not later than October 31, 2017.

In Favour: Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk and Councillor Jeffries

**CARRIED UNANIMOUSLY**





## GOVERNANCE AND PRIORITIES COMMITTEE

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### Capital Project to Support City Council's 10 Strategic Priority Areas

#### Recommendation of the Committee

1. That a capital project for \$50,000 be created to support the leadership of members of City Council in their assigned priority areas for consideration during the 2018 Business Plan and Budget Deliberations;
2. That the recommended funding for this project be the Reserve for Capital Expenditures; and
3. That the authority to approve the spending requests from this project made by members of Council be delegated to the Governance and Priorities Committee.

#### History

The Governance and Priorities Committee, at its meeting held on October 16, 2017 considered a report from the Office of the Mayor regarding the above.

#### Attachment

Report of the Mayor's Office dated October 16, 2017

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## Capital Project to Support City Council's 10 Strategic Priority Areas

### Recommendations

That a report be submitted to City Council recommending:

1. That a capital project for \$50,000 be created to support the leadership of members of City Council in their assigned priority areas for consideration during the 2018 Business Plan and Budget Deliberations;
2. That the recommended funding for this project be the Reserve for Capital Expenditures; and
3. That City Council delegate to the Governance and Priorities Committee the authority to approve the spending requests from this project made by members of Council.

### Topic and Purpose

The topic of this report is to describe the rationale for allocating \$50,000 from the Reserve for Capital Expenditures (RCE) for the purpose of supporting the members of City Council with work in their assigned strategic priority area.

### Report Highlights

1. Currently, there are no funds available to members of City Council that have been specifically earmarked for work related to their assigned priority area.
2. The creation of a capital project of \$50,000 from the RCE has been identified as a way to fund projects specifically related to this work.
3. Staff from the Mayor's Office would work with the members of City Council to create proposals to access these funds held in the capital project, but the decision to allocate any of the funds to a specific project/initiative/purpose would rest with the Governance and Priorities Committee.
4. This capital project would be solely for work related to a member of City Council's assigned priority area, and not for ward-specific work.

### Strategic Goals

This report supports the new leadership initiative of City Council by creating a fund that can be accessed by members of City Council for projects relating to their identified priority area. Each of the 10 priority areas falls under one of the seven Strategic Goals in the City's Strategic Plan.

### Background

City Council, at its meeting held on April 24, 2017 resolved, in part, that:

- “3. That Council Member Leads be empowered to take a leadership role in citizen and stakeholder engagement in the 10 priority areas...”

Additionally, in this report presented to City Council for its meeting on April 24, 2017, it was stated that the Mayor's Office would consult with Councillors and Administration to develop a budget to support the leadership initiative of City Council and the work of the members of City Council within their assigned priority area.

## **Report**

### Rationale for Creating a Capital Project

As it currently stands, the only funds directly accessible by individual Councillors are for the purposes of communications, constituency relations, office supplies, and travel, and there are no funds specifically allocated for supporting the work of Councillors through the leadership model of City Council.

Additionally, given the wide range of City Council's 10 priority areas, the areas have unique needs and projects within the priority areas are at varying stages of being developed within the City's Administration. Taken together, this means that the resources available within the corporation are unequal across the 10 priority areas and that there is no easy way for members of City Council to access additional funds to pursue work in their priority area.

The recommendations in this report seek to provide a solution to these situations.

### Process for Allocating Funds

Upon the approval of this capital project for the 2018 fiscal year, the following process would be used to allocate funds to specific projects/initiatives/purposes:

- A staff member from the Mayor's Office would send out a communication to the members of City Council describing the process for applying for this funding and offering assistance in accessing these funds.
- A member (or members) of City Council would approach a staff person from the Mayor's Office with a project that requires funding.
  - The staff member from the Mayor's Office would work with the member(s) of City Council to refine the proposal and to formulate a formal request to access these funds.
  - A member of City Council would also be free to forego any assistance from the Mayor's Office in preparing a formal request for funding.
- The request to access funds would take the form of a written request to the Governance and Priorities Committee, usually compiled by a staff member of the Mayor's Office and always approved by the member(s) of City Council who initiated the request.
  - As necessary, other persons from the Administration would be included as reviewers of the request for the purposes of fact-checking and assistance.
- The Governance and Priorities Committee would receive the request and make a decision as to whether the request should be approved, amended, or rejected.

### Intent and Limitations of Allocating Funds

The fund's purpose is to:

- Assist the members of City Council in work related to their assigned priority area;

- Support the leadership of members of City Council; and
- Rectify the lack of concerted funding specifically for supporting progress within the priority areas of City Council.

The fund's purpose is not to:

- Be used for ward-specific work;
- Be applied for by members of the City's Administration;
- Be accessed for projects/initiatives/purposes outside of the scope of a member of City Council's assigned priority area; or
- Be used for larger expenditures that would more rapidly deplete the funds available, but discretion in allocating funds would rest with the Governance and Priorities Committee.

### **Options to the Recommendation**

The option would be for the Governance and Priorities Committee to not recommend to City Council during budget deliberations that a capital project be created with the intent as outlined in this report. If the option is chosen, further direction on ways in which City Council's 10 priority areas could be supported would be desired.

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

The need for creating this report was identified through conversations with many members of City Council as a way to make progress within the 10 priority areas of City Council.

### **Communication Plan**

Should these recommendations be passed and subsequently adopted during the Business Plan and Budget Review, a communication will be sent out to the members of City Council further describing the process for applying for this funding and offering assistance in accessing these funds. Many of the individual projects that result from this fund could have their own individual communication plans that would be developed alongside the projects themselves.

### **Financial Implications**

The cost of this capital project is recommended to be \$50,000 for the 2018 fiscal year. This can be re-evaluated in the future depending on the annual uptake and need. The source of funding is the Reserve for Capital Expenditures. While all funds have been recommended for allocation in the preliminary 2018 budget, the contingency in the RCE of \$750,000 could be reduced to \$700,000 to accommodate this project.

### **Other Considerations/Implications**

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

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

If this capital project is adopted as a part of the City's budget process, all requests to access these funds would come back to the Governance and Priorities Committee for approval.

## Capital Project to Support City Council's 10 Strategic Priority Areas

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### Public Notice

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

### Report Approval

Written by: Jordan Sherbino, Policy and Communications Advisor, Office of the Mayor

Reviewed by: Michelle Beveridge, Chief of Staff, Office of the Mayor  
Kerry Tarasoff, CFO/General Manager, Asset and Financial Management

Joanne Sproule, City Clerk  
Patti Warwick, City Solicitor  
Approved by: Murray Totland, City Manager

Admin Report - Capital Project to Support City Council's 10 Strategic Priority Areas.docx



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## College Drive Speed Limit

### Recommendation of the Committee

1. That a speed limit of 80 kph on College Drive, from a point 100 metres east of Preston Avenue to the end of the College Drive and McOrmond Drive interchange, be established; and
2. That the City Solicitor be requested to prepare the appropriate amendment to Bylaw No. 7200, The Traffic Bylaw.

### History

At the October 10, 2017 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017 was considered.

Your Committee did not support the Administration's recommendation for a speed limit of 90 kph on College Drive from a point 1,600 metres east of Central Avenue to the East City Limit and requested the Administration to advise at this meeting on the ramifications of changing the speed limit to 90 kph, including costs and design changes.

It is being recommended that a speed limit of 80 kph on College Drive, from a point 100 metres east of Preston Avenue to the end of the College Drive and McOrmond Drive interchange, be established.

### Attachment

October 10, 2017 Report of the A/General Manager, Transportation & Utilities Department

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## College Drive Speed Limit

### Recommendations

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

1. That a speed limit of 90 kph on College Drive from a point 1,600 metres east of Central Avenue to the East City Limit be established; and
2. That the City Solicitor be requested to prepare the appropriate amendment to Bylaw No. 7200, The Traffic Bylaw.

### Topic and Purpose

The purpose of this report is to provide additional information to support a reduced speed limit along portions of College Drive.

### Report Highlights

Construction of an interchange at College Drive and McOrmond Drive is underway and requires an amendment to the existing speed limit to ensure safe and efficient traffic flows.

### Strategic Goals

This report supports the Strategic Goal of Moving Around by improving safety for all road users (pedestrians, cyclists, and drivers), and optimizing the flow of people and goods in and around the city.

### Background

City Council at its meeting held on March 23, 2015, approved a report from the General Manager, Transportation & Utilities Department to change the classification of College Drive, between the CPR tracks and the city limits, to Urban Expressway in order to improve connectivity into the Holmwood Sector.

Establishing the classification of the roadway and speed limit in advance is required to proceed with design of the interchange. A speed limit of 90 kph is being recommended for this purpose.

### Report

The Administration uses the Transportation Association of Canada (TAC) Geometric Design Guide to design the roadway network to ensure safe and efficient traffic flows. The recommended speed limits for new and/or modified roadways are based on road classification, adjacent land use, driver behaviour and familiarity, and/or safety concerns. The goal is to establish a reasonable and safe speed limit that is appropriate for a particular roadway based on its design and classification.

TAC indicates that the design speed for freeways and expressways should be designed with the highest practical design speed to promote traffic mobility, efficiency and safety,

## College Drive Speed Limit

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and that provision should be made for a speed that satisfies nearly all drivers, that being the 85th percentile speed (which is the speed at which 85 percent of vehicles are travelling at or below). TAC does not indicate that design speed should be a certain amount above the posted speed limit although most Western Canadian jurisdictions use a design speed 10 km/h higher than the posted speed limit. This provides for a factor of safety for vehicles travelling above the speed limit.

The interchange at College Drive and McOrmond Drive was originally designed for a speed limit along College Drive of 80 kph. A review of the design criteria considering an increase of the speed limit from 80 kph to 90 kph was completed, and the findings are as follows:

- The physical infrastructure of the interchange itself can accommodate the slight increase to the speed limit.
- The clear zone, which is the area where a vehicle leaving the road can travel without the potential of striking an object, requires an additional 2.5 metres of width. The piers and abutment walls for the interchange will be protected by barriers so therefore are not impacted, but two cantilever overhead sign structures would need to be re-designed.
- The size of the lettering on the guide signage is impacted by the speed limit as the higher the speed, the larger the letters need to be. A detailed review of the sign design is required to confirm if larger signs are required, which in turn may impact the design of the cantilever structures (I-beam and foundation sizes).

Based on this review, the Administration is recommending that with minor design changes, a maximum allowable speed limit of 90 kph could be safely accommodated along College Drive.

A review of this speed limit will be required upon consideration of an additional access point into the Brighton neighbourhood consistent with that contained in the approved Concept Plan. During the design phase of this access point, the appropriate speed limit will be reviewed to ensure that the intersection can operate efficiently and safely.

### **Options to the Recommendation**

Maintaining the existing 100 kph maximum allowable speed is an option but is not recommended. The design of the entrance ramps for the interchange would need to be redesigned and may require additional land. A change of this magnitude would result in delays to the interchange project and require reconstruction of portions of the interchange.

### **Policy Implications**

Upon approval by City Council, amendments to Bylaw No. 7200, The Traffic Bylaw will be required.



**Financial Implications**

The incremental cost for the design changes to accommodate a 90 kph speed limit have not yet been quantified. If they cannot be borne by the current funding for the project, a further report will be presented.

**Other Considerations/Implications**

There are no public and/or stakeholder involvement, communications, environmental, privacy, or CPTED considerations or implications.

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

Completion of the interchange is planned for October 2018. Timing of the design and construction of the additional access point from College Drive into the Brighton neighbourhood is dependent upon the pace of development.

**Public Notice**

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

**Report Approval**

Written by: Jay Magus, Acting Director of Transportation  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

TRANS JM – College Drive Speed Limit.docx



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Right-of-Way Temporary Use Fees

### Recommendation of the Committee

1. That the proposed fees for temporary use of the Right-of-Way be approved; and
2. That the City Solicitor be requested to prepare the appropriate bylaw amendment to Bylaw No. 7200, The Traffic Bylaw.

### History

At the October 10, 2017 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated October 10, 2017 was considered.

### Attachment

October 10, 2017 Report of the A/General Manager, Transportation & Utilities Department

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## Right-of-Way Temporary Use Fees

### Recommendation

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

1. That the proposed fees for temporary use of the Right-of-Way be approved; and
2. That the City Solicitor be requested to prepare the appropriate bylaw amendment to Bylaw No. 7200, The Traffic Bylaw.

### Topic and Purpose

The purpose of this report is to seek approval of fees for temporary use of Right-of-Way (ROW). Adding fees for temporary use of the ROW will encourage prompt use, limit the amount of time the ROW is unavailable for public use, and discourage excessive closures.

### Report Highlights

1. The City does not currently charge for private use of the ROW.
2. A review of other municipalities was undertaken, concluding that all municipalities reviewed charge a fee for ROW usage.
3. A comparison was done between the proposed ROW fees for the City and those applied in other municipalities.

### Strategic Goal

This report supports the Strategic Goal of Moving Around by improving safety for all road users (pedestrians, cyclists, and drivers), and optimizing the flow of people and goods in and around the city.

### Background

City Council, at its meeting held on April 24, 2017, considered the report Amendments to Bylaw 7200, The Traffic Bylaw – Right-of-Way Fees and Fines and resolved, in part:

- “4. That the Administration enter into discussions with stakeholders related to the fees for Right-of-Way usage and report to the Standing Policy Committee on Transportation before the end of 2017.”

That report is attached for ease of reference (Attachment 1).

### Report

The Administration has undertaken a review of other municipalities including Winnipeg, Regina, Calgary, and Edmonton to evaluate their current practices for managing the private temporary use of the public ROW (Attachment 2). All four cities charge a rental fee for private temporary use of their public ROW. The purpose of the rental or usage fee is to ensure that the space that is utilized is the least amount necessary for the

## Right-of-Way Temporary Use Fees

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purpose intended and to encourage completion of work as quickly as possible to restore the ROW for public use.

The Cities of Winnipeg, Regina and Calgary charge by linear or square meter per day or month. The City of Edmonton arrives at the fee amount by using the area's market value. The Administration does not recommend the Edmonton approach due to the City's limited resources for providing market valuations.

The proposed fees for temporary use of ROW are outlined in Attachment 2. This attachment also presents scenarios and a comparison with the other four comparable cities.

Similar principles for charging rental fees on roadways is successfully being used to manage contractors delivering City projects, resulting in faster completion timelines and smaller work areas.

Through the Downtown Cut the Red Tape pilot project, which the Administration is currently developing, downtown development projects may be eligible for incentives that would off-set these new fees. If the pilot project is approved by City Council, it would apply to all development proposals that have come forward since its introduction at the September 5, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services.

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

The Administration conducted a stakeholder meeting with permit holders and the North Saskatoon Business Association (NSBA) on September 5, 2017. The material covered at this meeting was also emailed to stakeholders for those unable to attend. In general, most attending did not disagree with the proposed fees. One stakeholder had concerns about the impact of the fees upon their customers and the additional administrative effort these proposed changes require from their business. The NSBA raised concerns about potential impacts on inner-city development and to downtown business development from the additional costs. The briefing notes provided to stakeholders via email and at the stakeholder meeting are included as Attachment 3.

### **Communication Plan**

A Frequently Asked Questions (FAQ) and responses have been developed and included as Attachment 4. The final fee structure will be shared with stakeholders and on the website [saskatoon.ca](http://saskatoon.ca).

### **Policy Implications**

Upon approval by City Council, amendments to Bylaw No. 7200, The Traffic Bylaw will be required.

### **Financial Implications**

Revenues generated from these new fees have not been estimated at this time. The information required to estimate revenue from past permits was not part of the old

## Right-of-Way Temporary Use Fees

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permit process. The new permit process and fee schedule requires the area of Right-of-Way, and the number of days the Right-of-Way will be needed at the time of application.

Once implemented, ROW fees will support increased ROW bylaw enforcement, administrative costs, and staffing to administer and issue the ROW permits.

The Administration's goal is for the proposed fee structure to be revenue neutral to balance the increased enforcement and administrative overhead of the proposed permitting process.

### **Other Considerations/Implications**

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

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

If approved, the bylaw update will be targeted for the end of 2017 with implementation of the new fees for May 1, 2018.

### **Public Notice**

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

### **Attachments**

1. Report dated April 4, 2017 – Amendments to Bylaw 7200, The Traffic Bylaw – Right-of-Way Fees and Fines
2. Proposed ROW Temporary Use Fees, Scenarios and City Comparisons
3. Right-of-Way Rental Fees – Stakeholder Meeting
4. Frequently Asked Questions

### **Report Approval**

Written by: Chris Helt, Special Projects Manager, Transportation  
Reviewed by: David LeBoutillier, Acting Engineering Manager, Transportation  
Jay Magus, Acting Director, Transportation  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

TRANS CH – Right-of-Way Temporary Use Fees.docx

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## Amendments to Bylaw 7200, The Traffic Bylaw – Right-of-Way Fees and Fines

### Recommendation

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

1. That the majority of Bylaw No. 2954, Streets Use Bylaw be repealed;
2. That a section for Construction, Detour and Street Use, including fines, be added to Bylaw No. 7200, The Traffic Bylaw;
3. That the City Solicitor be requested to prepare the appropriate bylaw amendment to Bylaw No. 7200, The Traffic Bylaw; and
4. That the Administration enter into discussions with stakeholders related to the fees for Right-of-Way usage and report to the Standing Policy Committee on Transportation before the end of 2017.

### Topic and Purpose

The purpose of this report is to seek approval to amend Bylaw No. 7200, The Traffic Bylaw to address Right-of-Way (ROW) use by providing additional language and modifying fines. Further discussions will be held for the use of ROW fees.

### Report Highlights

1. Bylaw No. 2954, Streets Use Bylaw requires a replacement by a new comprehensive streets use bylaw.
2. Amendments to Bylaw No. 7200, The Traffic Bylaw are proposed to enhance clarification of requirements and update fines for non-compliance with respect to the use of ROW.
3. Fees for usage of ROW are being considered and will be brought forward at a later date for approval following stakeholder consultation on implementing the fees.

### Strategic Goal

This report supports the Strategic Goal of Moving Around by improving safety for all road users (pedestrians, cyclists, and drivers), and optimizing the flow of people and goods in and around the city.

### Background

There are concerns of unsafe conditions and lack of coordination and/or damage resulting from private usage of ROW. Currently, bylaw inspectors have limited and/or inefficient enforcement abilities with respect to private usage of ROW.

Permits are required but not always obtained for private usage. Since 2016, an administrative fee of \$40 has been charged to recover the administration costs of processing and issuing permits.

Currently, the City of Saskatoon does not charge for private use of the public ROW.

The total ROW permits issued in the past three years are as follows:

- 2016 – 415
- 2015 – 947
- 2014 – 890

The drop in permits issued in 2016 is a result of the administrative fees being introduced with limited enforcement abilities under the current bylaw.

### **Report**

A comprehensive review of Bylaw No. 2954, Streets Use Bylaw will be initiated in late 2017. In the meantime, certain portions of the bylaw that are required to effectively enforce ongoing concerns related to private use of ROW have been reviewed and recommendations for amendments are included in this report.

#### Amendment – Repeal Streets Use Bylaw and Combine into Traffic Bylaw

Bylaw No. 2954, Streets Use Bylaw provides direction for activities on public ROW. These activities need better clarification of requirements as they are outdated and do not reflect the current needs of the city's citizens. In some cases, duplicate sections are already included in Bylaw No. 7200, The Traffic Bylaw.

Many municipalities have provisions with respect to usage of the public ROW combined with the Traffic Bylaw. The Administration is recommending a similar approach for the City of Saskatoon and that Bylaw No. 2954, Streets Use Bylaw sections 1 to 20 be repealed. The portion of Bylaw No. 2954, Streets Use Bylaw dealing with consensual fighting will remain in sections 21 to 27.

The amendments to Bylaw No. 7200, The Traffic Bylaw would address areas such as closing a portion of the ROW and placing a structure and/or material on public ROW without first acquiring a permit from the City. A ROW permit will continue to outline conditions to safely accommodate motorists, pedestrians, and other users. Also this will ensure that closures for private purposes are coordinated with other planned work on the transportation network. The amendments will also allow removal of anything deemed hazardous from the ROW and recover the costs from the offending party.

The bylaw language amendment will support ROW protection to include: tracking of mud or dirt onto the ROW, allowance of material to enter the street and stoppage of damaging trees, parks or roads. Damage to ROW will be prohibited under the bylaw.

The usage of fines is proposed to discourage offenders taking the chance of being caught and/or paying the fine instead of acquiring a permit to conduct their work. A review of fine amounts from other municipalities was undertaken and the recommended fines can be found in Attachment 1.

### ROW Usage Fees

The Administration has undertaken a review of other municipalities including Winnipeg, Regina, Calgary and Edmonton to evaluate their current practices for managing the private use of the public ROW.

All four cities charge a rental fee for private use of their public ROW. The purpose of the usage fee is to provide an incentive to minimize space requirements and to complete work as quickly as possible to restore the ROW for public use. The standard is to charge for linear or square meter per day or month. A sample of fees for use of ROW that may be used is shown in Attachment 2.

Further discussion will be held with impacted stakeholders prior to making a recommendation on the fee schedule for private use of ROW.

### **Stakeholder Involvement**

The Administration is planning a discussion with stakeholders on the implementation of fees for the use of ROW.

### **Communication Plan**

Frequently asked questions have also been developed and included as Attachment 3. Bylaw amendments will be shared with stakeholders and on the City website.

### **Policy Implications**

Upon approval by City Council, amendments to Bylaw No. 7200, The Traffic Bylaw will be required.

### **Financial Implications**

Revenues generated from increased fines have not been estimated at this time as it is anticipated that the amount of fines will act as a deterrent to violations.

Once implemented, ROW fees will support the resources for increased bylaw enforcement of ROW usage.

### **Other Considerations/Implications**

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

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

If approved, the bylaw update will be targeted for May 1, 2017, and there will be a follow-up report submitted for approval of fees for use of ROW provided before the end of 2017.

### **Public Notice**

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



**Attachments**

1. Proposed Fines
2. Sample Fees for Use of ROW
3. Frequently Asked Questions

**Report Approval**

Written by: Chris Helt, Special Projects Manager, Transportation  
Reviewed by: Jay Magus, Engineering Manager, Transportation  
Angela Gardiner, Director of Transportation  
Approved by: Angela Gardiner, Acting/General Manager, Transportation &  
Utilities Department

TRANS CH – Amendments to Bylaw 7200 – ROW Fees and Fines.dccx

### Proposed Fines

Description	Fine Amount
Unauthorized material on street	\$ 500
Use of street or Right-of-Way without a permit	\$ 500
Walking on newly constructed sidewalks or pavement before being opened by City of Saskatoon	\$ 250
Climbing on light standard, pole, tree, railings or fences unless doing necessary repairs	\$ 250
Pull down or deface any sign or printed or written legal notice legally put up	\$ 250
Unauthorized use of sidewalk or boulevard as access for vehicle or machinery	\$ 500
Tracking mud / gravel / dirt / material on street	\$ 250
Allowing material to enter street	\$ 250
Failure to comply with permit conditions	\$1,000
Failure to produce permit when asked to do so by Peace Officer/GM of T&U	\$ 50

**Proposed Fees**

Type	A	B
	Rental duration < 30 days	Rental Duration >= 30 days
Parking Lane, Protected Bike Lane, Sidewalk, Boulevards, Alleys	\$0.15/m <sup>2</sup> /day	Total from column A for first 29 days + \$0.10/m <sup>2</sup> /day for days 30+
Traffic Lane (Locals, Collectors)	\$0.30/m <sup>2</sup> /day	Total from column A for first 29 days + \$0.25/m <sup>2</sup> /day for days 30+
Traffic Lane (Arterial, Expressway)	\$0.50/m <sup>2</sup> /day	Total from column A for first 29 days + \$0.40/m <sup>2</sup> /day for days 30+

**Scenario A**

Street bin for 20 days (in parking lane). Assumed size of bin = 16 x 7 feet (4.8768 x 2.1336 meters) = 112 ft<sup>2</sup> (10.4 m<sup>2</sup>)

ROW Rental total = \$0.15 x 10.4 x 20 = \$31.20

**TOTAL = \$71.20 (includes \$40 admin fee for ROW permit)**

**Scenario B**

Local / Collector street closure for parking and driving lane five vehicles long. Assumed length of vehicle = 5.2 meters, assumed width of parking lane = 2.5 meters and assumed width of traffic lane = 4.5 meters.

- Parking Lane for 20 days - \$0.15 x 13 x 20 = \$39.00
- Traffic Lane for 20 days - \$0.30 x 23.4 x 20 = \$140.40

ROW Rental Total = \$179.40

**TOTAL = \$219.40 (includes \$40 admin fee for ROW permit)**

**Scenario C**

Arterial / Expressway street closure for parking and driving lane five vehicles long. Assumed length of vehicle = 5.2 meters, assumed width of parking lane = 2.5 meters and assumed width of traffic lane = 4.5 meters.

- Parking Lane for 20 days - \$0.15 x 13 x 20 = \$39.00
- Traffic Lane for 20 days - \$0.50 x 23.4 x 20 = \$234

ROW rental total = \$273.00

**TOTAL = \$313.00 (includes \$40 admin fee for ROW permit)**

**Scenario D**

Local / Collector street closure for parking and driving lane five vehicles long. Assumed length of vehicle = 5.2 meters, assumed width of parking lane = 2.5 meters and assumed width of traffic lane = 4.5 meters.

- Parking Lane for first 29 days -  $\$0.15 \times 13 \times 29 = \$56.55$
  - Parking Lane for days 30-60 -  $\$0.10 \times 13 \times 31 = \$40.30$
  - Traffic Lane for first 29 days -  $\$0.30 \times 23.4 \times 29 = \$203.58$
  - Traffic Lane for days 30-60 -  $\$0.25 \times 23.4 \times 31 = \$181.35$
- ROW rental total = \$481.78

**TOTAL = \$521.78 (includes \$40 admin fee for ROW permit)**

City Comparison (using above examples)

Type	Winnipeg	Regina	Calgary	Saskatoon (Proposed)
Scenario A	\$ 101.92	\$ 40.80	\$ 74.78	\$ 71.20
Scenario B	\$ 356.72	\$116.20	\$1,139.67	\$219.40
Scenario C	\$ 356.72	\$116.20	\$2,240.33	\$313.00
Scenario D	\$1,070.16	\$308.60	\$3,419.00	\$521.78

## Frequently Asked Questions

### **Why is the language of Bylaw No. 7200, The Traffic Bylaw and Bylaw No. 2954, Streets Use Bylaw being updated?**

Some of the language and scenarios currently in these bylaws are outdated and don't reflect today's concerns about usage and the safety of the City's Right-of-Way (ROW).

### **What is an example of this "outdated language"?**

"No person shall ride or drive a horse that is not in every respect fit for use and capable for the work in which it is employed, free from lameness or soreness calculated to cause pain and free from any vice or disease likely to cause accident or injury to persons or property."

### **Why are fines being added?**

Adding specific fines for specific offences allow for a more efficient and quicker response by the City to rectify potentially dangerous situations for the public that are using the ROW.

### **Is this a 'cash grab'?**

Absolutely not. The safety of all ROW users is of utmost importance to the City of Saskatoon. If a person or company is creating unsafe situations or damaging the City's ROW, fines are a way to deter repeat behavior and / or a way to recover the costs to repair the damage done.

### **Where will the fines collected go?**

No fine amounts are being budgeted for as in an ideal situation, all users of the ROW are complying and not creating an unsafe environment or causing any damage to the ROW. As with other fines the City of Saskatoon collects, any collected fines go into the General Revenue account.

### **When will this new language and fines be in place?**

The proposed language update and fines will ideally be in place for May 1, 2017 to be effective for the 2017 construction season.

### **How many Right-of-Way permits were issued in 2016 and how can a permit be applied for?**

Transportation's Customer Service group issued 415 permits in 2016 and are always happy to assist with permit applications. They can be reached Monday to Friday 8:30am to 4:30pm by telephone at 306-975-2454 or by email at [rowpermits@saskatoon.ca](mailto:rowpermits@saskatoon.ca).

## Proposed ROW Temporary Use Fees, Scenarios and City Comparisons

	A	B
	Rental duration < 30 days	Rental Duration >= 30 days
Parking Lane, Protected Bike Lane, Sidewalk, Boulevards, Alleys	\$0.15/m <sup>2</sup> /day	Total from column A for first 29 days + \$0.10/m <sup>2</sup> /day for days 30+
Traffic Lane (Locals, Collectors)	\$0.30/m <sup>2</sup> /day	Total from column A for first 29 days + \$0.25/m <sup>2</sup> /day for days 30+
Traffic Lane (Arterial, Expressway)	\$0.50/m <sup>2</sup> /day	Total from column A for first 29 days + \$0.40/m <sup>2</sup> /day for days 30+

### Scenario A

Street bin for 20 days (in parking lane). Assumed size of bin = 16 x 7 feet (4.8768 x 2.1336 meters) = 112 ft<sup>2</sup> (10.4 m<sup>2</sup>).

ROW Rental total = \$0.15 (rate) x 10.4 (m<sup>2</sup>) x 20 (days) = \$31.20

**TOTAL = \$71.20 (includes \$40 admin fee for ROW permit)**

### Scenario B

Local/Collector street closure for parking and driving lane 5 parking spaces long and 20 days. Assumed length of each parking spot = 5.4 meters, assumed width of parking lane = 2.5 meters, assumed width of traffic lane = 4.5 meters. Total length = 27 meters (5 parking spaces x 5.4 meters).

Parking Lane for 20 days - \$0.15 (rate) x 67.5 (m<sup>2</sup>) x 20 (days) = \$202.50

Traffic Lane for 20 days - \$0.30 (rate) x 121.5 (m<sup>2</sup>) x 20 (days) = \$729.00

ROW Rental Total = \$931.50

**TOTAL = \$971.50 (includes \$40 admin fee for ROW permit)**

### Scenario C

Arterial/Expressway street closure for parking and driving lane 5 parking spots long for 20 days. Assumed length of each parking space = 5.4 meters, assumed width of parking lane = 2.5 meters, assumed width of traffic lane = 3.6 meters. Total length = 27 meters (5 parking spaces x 5.4 meters).

Parking Lane for 20 days - \$0.15 (rate) x 67.5 (m<sup>2</sup>) x 20 (days) = \$202.50

Traffic Lane for 20 days - \$0.50 (rate) x 97.2 (m<sup>2</sup>) x 20 (days) = \$972.00

ROW rental total = \$1174.50

**TOTAL = \$1214.50 (includes \$40 admin fee for ROW permit)**

## Scenario D

Local/Collector street closure for parking and driving lane 5 parking spaces long for 60 days. Assumed length of each parking space = 5.4 meters, assumed width of parking lane = 2.5 meters, assumed width of traffic lane = 4.5 meters. Total length = 27 meters (5 parking spaces x 5.4 meters).

Parking Lane for first 29 days - \$0.15 (rate) x 67.5 (m<sup>2</sup>) x 29 (days) = \$293.63

Parking Lane for days 30-60 - \$0.10 (rate) x 67.5 (m<sup>2</sup>) x 31(days) = \$209.25

Traffic Lane for first 29 days - \$0.30 (rate) x 121.5 (m<sup>2</sup>) x 29 (days) = \$1057.05

Traffic Lane for days 30-60 - \$0.25 (rate) x 121.5 (m<sup>2</sup>) x 31 (days) = \$941.63

ROW rental total = \$2501.56

**TOTAL = \$2541.56 (includes \$40 admin fee for ROW permit)**

## City Comparison using above examples

	Winnipeg	Regina	Calgary	Edmonton	Saskatoon (Proposed)
Scenario A	\$137.00	\$48.96	\$74.78	***	\$71.20
Scenario B	\$1923.00	\$599.40	\$1183.50	***	\$971.50
Scenario C	\$1680.00*	\$511.92**	\$2026.80	***	\$1214.50
Scenario D	\$5703.00	\$1798.20	\$3550.50	***	\$2541.56

\*City of Winnipeg does not change prices based on street type

\*\*City of Regina does not change prices based on street type

\*\*\*City of Edmonton fees are based on market value of the land. For example, temporary parking or storage in a commercial area has an application fee of \$300 + 10% of the market value of the land + the tax equivalent per year. Residential fees use the same calculation except the application fee is \$150.

## RIGHT-OF-WAY RENTAL FEES STAKEHOLDER MEETING

Ensuring the safe and unencumbered use of the public right-of-way is a responsibility the City takes seriously. To this end, the City is proposing to implement right-of-way rental fees in 2018 in the interests of minimizing the time and area borrowed for private uses and to provide clear guidelines for guarding public safety during private uses.

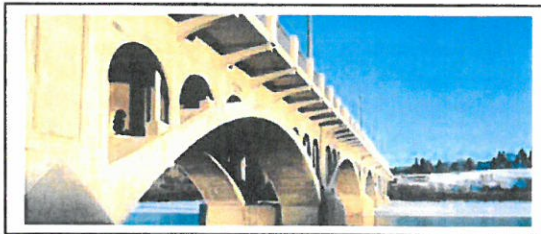
### Background

Concerns have been expressed over unsafe conditions, lack of coordination, and damage resulting from the private use of the public right-of-way. An investigation into possible solutions revealed that the following municipalities have addressed these issues by attaching rental fees to the use of public right-of-way:

- Winnipeg
- Regina
- Calgary
- Edmonton

### Objectives

The main purpose of introducing usage fees is to provide an incentive to minimize space requirements and to complete work as quickly as possible to restore the right-of-way to public use. The new permit application and rental process will also include avenues to clearly advise renters on the appropriate uses of public right-of-way in the interests of public safety; allow for smoother coordination between concurrent projects; and provides a structure for managing inappropriate uses of the public right-of-way.



### Permits

Effective May 23, 2017 changes were made to the Traffic Bylaw to enable bylaw officers and members of the Saskatoon Police Service to enforce the permit requirement by issuing fines for non-compliance. Fines are intended to act as a deterrent as well as a tool to recover the costs associated with repairing damage.

A permit outlines the conditions to safely accommodate motorists, pedestrians, and other users. The permit process also ensures that any closure for private purposes is coordinated with other planned work on the transportation network.

The bylaw amendments also allow the City to now remove anything deemed hazardous from the right-of-way and to recover the costs from offending parties.

Right-of-way permits can be applied for by calling Transportation Division Customer Service M-F, 8:30 to 4:30 pm at 306-975-2454 or by email at [rowpermits@saskatoon.ca](mailto:rowpermits@saskatoon.ca). If approved, there is currently a \$40 administrative charge.

### MORE INFORMATION

Chris Helt  
Special Projects Manager  
Transportation Division  
[Christopher.Helt@Saskatoon.ca](mailto:Christopher.Helt@Saskatoon.ca)  
306.975.1457

*More information at [saskatoon.ca](http://saskatoon.ca)  
(enter 'ROW' in search field)*

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## Frequently Asked Questions

*The City is proposing to introduce rental fees for private use of the public right-of-way. This includes any City-owned property including (but not limited to) roadways, sidewalks, parking lanes, protected bike lanes and alleys.*

### **Q. Why is the City introducing fees for something that was previously available at no charge?**

A. As the city grows, the number of requests to borrow the public right-of-way is growing. Increasingly, more and more of the right-of-way is unavailable for public use for extended periods of time. The intent of introducing fees is to incentivize right-of-way renters to minimize the time and area they rent, thereby reducing the public impacts.

### **Q. What are the fees?**

A. The proposed fee structure is as follows:

Type	A	B
	Rental duration < 30 days	Rental Duration > + 30 days
Parking Lane, Protected Bike Lane, Sidewalk, Alley	\$0.15/m <sup>2</sup> /day	Total from column A for first 29 days + \$0.10/m <sup>2</sup> /day for days 30+
Traffic Lane (Local, Collector)	\$0.30/m <sup>2</sup> /day	Total from column A for first 29 days + \$0.25/m <sup>2</sup> /day for days 30+
Traffic Lane (Arterial, Expressway)	\$0.50/m <sup>2</sup> /day	Total from column A for first 29 days + \$0.40/m <sup>2</sup> /day for days 30+

### **Q. What will the City use the fees for?**

A. The fees will be used to cover the administration and enforcement of right-of-way permits and rentals. Staff perform services such as reviewing applications, issuing permits, monitoring work in progress, enforcing permit conditions, and preparing the right-of-way for return to public use.

### **Q. When will the fees take effect?**

A. The proposed new fees are expected to be implemented on May 1, 2018 if approved by City Council.

### **Q. Are there any exemptions?**

A. At present, the fees will only apply to revenue-generating entities. Revenue-neutral organizations requesting use of the public right-of-way for a community service or event will not be charged a rental fee at this time.

**Q. If I want to rent the public right-of-way, how does that process work?**

A. The first step will be applying for a right-of-way permit. Permit applications can be obtained for \$40 by dropping by City Hall (3<sup>rd</sup> floor, Transportation Administration), emailing [ROWpermits@saskatoon.ca](mailto:ROWpermits@saskatoon.ca), or calling 306-975-2454.

**Q. If I want to rent a section of the roadway that includes public parking spaces, do right-of-way rental fees cover parking?**

A. No. Parking reservations need to be made separately and additional fees will apply. Visit [Saskatoon.ca](http://Saskatoon.ca) (search 'Parking Reservations') or call 306-975-2548.

**Q. Are right-of-way rental permits required?**

A. Yes. The permit process ensures that right-of-way renters are provided the conditions for safe use of the right-of-way and also enables the City to ensure that right-of-way rentals are coordinated with other public and private uses.

**Q. Are there fines for not obtaining a right-of-way rental permit?**

A. Yes. In order to protect public safety, it's necessary that the City enforce the permit process. City Bylaw Inspectors or the Saskatoon Police Service can issue a fine for failure to produce a permit.

**Q. Are there fines for non-authorized private use of the public right-of-way?**

A. Yes. These fines are intended to protect public safety and public property, and they are applicable to anyone—not just right-of-way renters. In addition to the fines set out below, the City is also authorized to recover any additional costs from offending parties. For example, these costs may include recovering damaged right-of-way (roadways, trees, etc.) or removing anything deemed hazardous to public safety.

<b>Description</b>	<b>Fine Amount</b>
Allowing material to enter street	\$250
Tracking mud/gravel/dirt/material on street	\$250
Pulling down or defacing any sign or printed or written legal notice legally put up	\$250
Climbing on light standard, pole, tree, railings or fences unless completing necessary repairs	\$250
Walking on newly constructed sidewalks or pavement before being opened by City of Saskatoon	\$250
Unauthorized material on street	\$500
Use of street of Right-of-Way without a permit	\$500
Unauthorized use of sidewalk or boulevard as access for vehicles or machinery	\$500
Failure to comply with permit conditions	\$1,000

6320-1

**From:** Jessa Mae Tandoc <jessa@allans.blue>  
**Sent:** October 19, 2017 12:01 PM  
**To:** Web E-mail - City Clerks  
**Subject:** Speak to Council Oct 23 1PM



To whom it may concern,

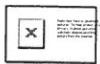
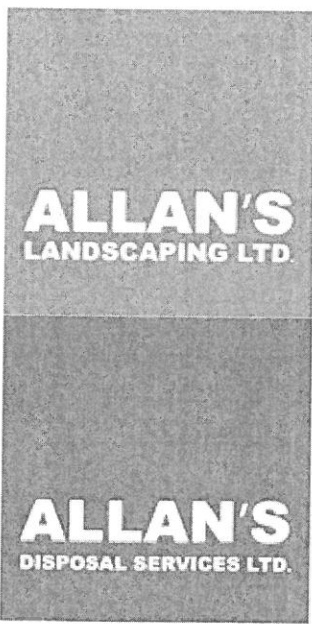
This is in regards with the event this coming Monday, October 23, 2017 at City Council Chamber 1:00pm. I, James Polley would want to speak again for the considered matter October 10, Transportation and Utilities event.

Mailing address is 777-60<sup>th</sup> Street West Site 413 P.O Box 608 RR4 Saskatoon, Sk S7K 3J7

Have a great day!

Thank you so much,

James J. Polley  
President/CEO  
Allan's Landscaping Ltd.  
Allan's Disposal Services Ltd.  
Phone: 306-931-2604 Fax: 306-933-0473  
Email: allans@sasktel.net



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6320-1

**From:** City Council  
**Sent:** Friday, October 20, 2017 3:35 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Friday, October 20, 2017 - 15:34  
Submitted by anonymous user: 204.83.204.174  
Submitted values are:

Date: Friday, October 20, 2017  
To: His Worship the Mayor and Members of City Council  
First Name: Keith  
Last Name: Moen  
Address: 9-1724 Quebec Ave  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7K 1V9  
Email: keith.moen@nsbasask.com  
Comments:  
Hello,

I would like to request to speak to item 9.4.2, Right-of-Way Temporary Use Fees [File No. CK. 6320-1 and TS. 6320-1] at Monday's Council meeting.

Thanks,

Keith

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/199711>



# GOVERNANCE AND PRIORITIES COMMITTEE

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## 2018 Preliminary Business Plan and Budget

### Recommendation of the Committee

1. That the meeting agendas for the Standing Policy Committees leading up to City Council's Budget Deliberations include "2018 Preliminary Business Plan and Budget" as a standing agenda item to allow for discussion and comment; and
2. That the Administration report back on the current tax agreement with the Saskatoon Airport Authority and other potential options, including information on other municipalities.

### History

The Governance and Priorities Committee, at its meeting held on October 16, 2017 received the 2018 Preliminary Business Plan and Budget Documents. The Committee also requested further opportunities for comment leading up to the Budget deliberations as well as additional information on the taxation of airports, as recommended above.



## GOVERNANCE AND PRIORITIES COMMITTEE

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### Review of The Procedures and Committees Bylaw, 2014

#### Recommendation of the Committee

1. That *The Procedures and Committees Bylaw, 2014* be amended to allow for scheduling of Acknowledgements at specific times and at the Public Hearing Meeting of City Council;
2. That City Council, the Governance and Priorities Committee and the Standing Policy Committees continue to utilize the current rise and report process after each *In Camera* session;
3. That *The Procedures and Committees Bylaw, 2014* be amended to prevent the reintroduction by a member of a matter dealt with by Council or Committee in the previous 12 months (for issues which do not require a rescission motion);
4. That *The Procedures and Committees Bylaw, 2014* be amended such that the Organizational Meeting of City Council take place in September of each year of a Council term with the exception of the year of a general election;
5. That the Leadership Team Governance Subcommittee and the Administration provide ongoing assistance to the Chairs of City Council, the Governance and Priorities Committee and the Standing Policy Committees respecting procedural matters and requirements at meetings;
6. That the Leadership Team Governance Subcommittee provide additional procedural/governance training to members of Council at its next Strategic Planning Session;
7. That the Leadership Team Governance Subcommittee bring back a report outlining options to amend *The Procedures and Committees Bylaw, 2014* to allow for Council to meet in emergency situations during a general election period and to extend the exemption from meeting (except in emergency situations) to the date of the new City Council's first meeting; and
8. That the information outlined in the body of the report of the Leadership Team Governance Subcommittee dated October 16, 2017 be considered by City Council when making its appointments to the Standing Policy Committees and considered by the Standing Policy Committees conducting annual elections of Chairs and Vice-Chairs; and
9. That the Leadership Team Governance Subcommittee report back within 6 months outlining the rationale, implications and options of triple bottom line reporting for Committee and Council reports, such as through inclusion of Social implications as a report heading.



# GOVERNANCE AND PRIORITIES COMMITTEE

## **History**

The Governance and Priorities Committee, at its meeting held on October 16, 2017 considered a report of the Leadership Team Governance Subcommittee regarding the above. The Committee was supportive of the recommendations outlined in the report with the exception of moving forward a recommendation to amend The Procedures and Committees Bylaw to allow for a Consent Agenda for information reports at the Governance and Priorities Committee and the Standing Policy Committees.

## **Attachment**

Report of the Leadership Team Governance Subcommittee dated October 16, 2017

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## Review of *The Procedures and Committees Bylaw, 2014*

### Recommendations

That the Governance and Priorities Committee recommend the following to City Council:

1. That *The Procedures and Committees Bylaw, 2014* be amended to allow for scheduling of Acknowledgements at specific times and at the Public Hearing Meeting of City Council;
2. That City Council, the Governance and Priorities Committee and the Standing Policy Committees continue to utilize the current rise and report process after each *In Camera* session;
3. That *The Procedures and Committees Bylaw, 2014* be amended to prevent the reintroduction by a member of a matter dealt with by Council or Committee in the previous 12 months (for issues which do not require a rescission motion);
4. That *The Procedures and Committees Bylaw, 2014* be amended such that the Organizational Meeting of City Council take place in September of each year of a Council term with the exception of the year of a general election;
5. That the Leadership Team Governance Subcommittee and the Administration provide ongoing assistance to the Chairs of City Council, the Governance and Priorities Committee and the Standing Policy Committees respecting procedural matters and requirements at meetings;
6. That the Leadership Team Governance Subcommittee provide additional procedural/governance training to members of Council at its next Strategic Planning Session;
7. That *The Procedures and Committees Bylaw, 2014* be amended to allow for a Consent Agenda for information reports at the Governance and Priorities Committee and the Standing Policy Committees;
8. That the Leadership Team Governance Subcommittee bring back a report outlining options to amend *The Procedures and Committees Bylaw, 2014* to allow for Council to meet in emergency situations during a general election period and to extend the exemption from meeting (except in emergency situations) to the date of the new City Council's first meeting; and
9. That the information outlined in the body of this report be considered by City Council when making its appointments to the Standing Policy Committees and considered by the Standing Policy Committees conducting annual elections of Chairs and Vice-Chairs.

### Topic and Purpose

This report provides the results of a recent survey conducted by the Leadership Team Governance Subcommittee respecting the functioning of *The Procedures and Committees Bylaw, 2014* (the "Bylaw"), the current Administrative report template and appointments of Council members to Standing Policy Committees and other



Committees and Boards. Also, this report makes recommendations based on the feedback received and preferences outlined.

### **Strategic Goals**

This report supports the strategic goal of Continuous Improvement. It is an opportunity to evaluate current governance matters and make recommendations for improvement or change.

### **Background**

The Leadership Team Governance Subcommittee is committed to continuous review and improvement of the City's governance model. Also, during the annual process for appointments to Boards, Commissions and Committees in 2016, the Leadership Team Governance Subcommittee committed to undertaking a review of the appointments of Council members to Committees, as well as a review of the Bylaw. Specifically, on November 28, 2016, while considering a Governance and Priorities Committee report dealing with the 2017 Appointments to the Governance and Priorities Committee and Standing Policy Committees and a report dealing with the 2017 Appointments of Deputy Mayor, City Council resolved in part:

“that the matter of timelines in this regard and how they are addressed in the Procedures and Committees Bylaw be referred to the City Clerk and the City Solicitor to review.”

As part of the commitment to review the above, the Leadership Team Governance Subcommittee developed a series of survey questions. The Subcommittee was also interested in obtaining feedback from members of Council on the current report template used by Administration for submission of reports to Council and Committee.

The survey covered the topics of:

- the Bylaw (possible housekeeping and substantive amendments);
- Report template (are the members of Council getting what they need from the template); and
- Appointments of members of Council to Committees.

A total of 49 survey questions were developed. The survey was circulated to members of City Council, the Leadership Team, and the Solicitors and Clerks attending Standing Policy Committee meetings. 16 responses were received (approximately 50%). A summary response graph of substantive survey questions is attached to this report (Attachment 1)

### **Report**

The following is a summary of the survey responses and recommendations from the Leadership Team Governance Subcommittee related to the various issues which were addressed in the survey:

### **Housekeeping Amendments to the Bylaw**

The majority of respondents supported or agreed to the following:

- That time-specific public acknowledgements would be acceptable.
- The Rise and Report section of the Agendas makes the governance structure more transparent.

Leadership Team Governance Subcommittee comments:

- The City Clerk receives requests from some groups to schedule certain Acknowledgements at specific times. The current form of Agenda does not allow for this. The consensus from the survey was to allow for scheduling of Acknowledgements. In addition, there was the suggestion raised that the Public Hearing Meeting Agenda could include an Acknowledgements section which would allow for scheduling of these items in the evening.

Leadership Team Governance Subcommittee recommendations:

1. That the Bylaw be amended to allow for scheduling of Acknowledgements at specific times and at the Public Hearing Meeting of City Council; and
2. That City Council, the Governance and Priorities Committee and the Standing Policy Committees continue to utilize the current rise and report process after each *In Camera* session.

### **Substantive Amendments to the Bylaw - Communications/Decisions/Motions**

Currently, City Council or Committee does not consider a communication when the subject of the communication has been dealt with by Council or Committee in the previous 12 months. Also, decisions of Council or Committee remain in place until rescinded by Council or Committee. A rescission motion requires notice and a vote by a majority of all members of Council (6 votes) or Committee (4 votes).

- A majority of respondents indicated they were interested in introducing a time limit for members of City Council to re-introduce an item already considered by Council or Committee. 47% were interested in a one-year time limit, 20% were interested in a Council-term time limit.

Leadership Team Governance Subcommittee comments:

- The limitation on re-introducing an issue at Committee or Council by a member of the public does not apply to issues raised by members of Council. However, members of Council have historically followed this rule. Speculation on the reasons for this include efficient use of Council, Committee and Administrative resources.
- Council or Committee decisions may only be overturned by a rescission motion which requires notice and a majority vote of all members of Council or Committee. This may occur at any time, but the member making the rescission motion may have other factors which they are considering and may choose to follow the one-year rule.
- Based on the feedback, it appears that Council would like at least a one-year limit on the reintroduction of matters which would not require a rescission motion. It would be possible to include such a rule in the Bylaw.

Leadership Team Governance Subcommittee recommendations:

1. That the Bylaw be amended to prevent the reintroduction by a member of a matter dealt with by Council or Committee in the previous 12 months (for issues which do not require a rescission motion).

### **Meeting Calendars/Summer Break for Committee and Council Meetings**

Majority response:

- Interested in setting the next year's meeting calendar earlier than the Organizational Meeting in November. 50% preferred the month of September.
- Agreed all members of Council should be in attendance at the Organizational Meeting.
- Interested in a summer break from City Council meetings, Governance and Priorities Committee and Standing Policy Committee meetings.

Respondents were split on whether more than one calendar option should be presented at the Organizational Meeting.

Leadership Team Governance Subcommittee comments:

- Operationally, the holding of the Organizational Meeting earlier than November is possible. Also, preparation of calendar options is possible and has been accomplished for the 2018 calendar. The calendar options include a summer break from Council and/or Committee meetings for Council to consider.
- Mandatory attendance at the Organizational Meeting may present some logistical hurdles should personal circumstances of members prevent attendance at meetings. However, every member of Council should be afforded every opportunity to attend the Organizational Meeting.

Leadership Team Governance Subcommittee recommendations:

1. That the Bylaw be amended such that the Organizational Meeting of City Council take place in September of each year of a Council term with the exception of the year of a general election.

### **Question and Answer Period**

Currently, each Regular City Council Agenda contains a "Question Period" for members of Council. Members are allowed to ask two questions with a supplementary question to clarify each original question. Questions are to be of sufficient urgency and importance to require an immediate answer, are to be brief, are not to provoke debate, are not to be asked about matters outside the legislative or administrative jurisdiction of Council, on matters which are the subject of litigation or on matters already on the Agenda. The City Manager or other members of the Administration within the bar answer the questions in a brief and factual manner.

Majority response:

- Generally, the process works, but sometimes could be managed better in accordance with the aforementioned explanation of Question and Answer Period.
- The current rules are not being strictly enforced; however, they are being evenly enforced. Clarification of rules is required.

- Advance notice of questions to Administration should not be mandatory.
- There should be a more clear distinction between questioning of the Administration and debate.
- The five minute speaking limit should not include questions; however, all responses agreed there be a time limit on questioning or the number of times a member may question the Administration on the same motion/matter.

Leadership Team Governance Subcommittee comments:

- The consensus appears to be that there is satisfaction with the Question and Answer process as outlined in the Bylaw. However, the consensus is that more work is required to communicate the process. Also, advance notice of questions to the Administration would be courteous where possible but not required.
- Finally, the consensus was that there should be clarity in the application of speaking rules between debate and questioning of the Administration. This initially could be handled by the Chair of the meetings. Should the time of questioning become too great, a Bylaw amendment could be considered.

Leadership Team Governance Subcommittee recommendations:

1. That the Leadership Team Governance Subcommittee and the Administration provide ongoing assistance to the Chairs of City Council , the Governance and Priorities Committee and the Standing Policy Committees respecting procedural matters and requirements at meetings; and
2. That the Leadership Team Governance Subcommittee provide additional procedural/governance training to members of Council at its next Strategic Planning Session.

### **Consent Agenda**

Currently, reports from Committees which received unanimous support are placed on the Consent Agenda at City Council. Members of Council may remove items from the Consent Agenda for debate. There is no Consent Agenda for Committees.

Majority response:

- Committees should include a Consent Agenda for information reports from the Administration.

Leadership Team Governance Subcommittee comments:

- A Consent Agenda for Governance and Priorities Committee and the Standing Policy Committees is possible but would require a Bylaw amendment.

Leadership Team Governance Subcommittee recommendations:

1. That the Bylaw be amended to allow for a Consent Agenda for information reports at the Governance and Priorities Committee and the Standing Policy Committees.

### **Meetings During a Municipal Election Campaign**

Currently, Council and Committee do not meet between nomination day (the fifth Wednesday before election day) and election day.

Majority response:

- Council should have the ability to meet during this period (in emergent cases only but not a regularly scheduled meeting)
- The exemption from meeting should be extended to between nomination day and City Council's first meeting (the Monday immediately following a general election)

Leadership Team Governance Subcommittee comments:

- The consensus was that Council should have the ability to meet during a general election period in the case of emergencies and that the exemption from meeting (except in emergency situations) should be extended to the date of the new City Council's first meeting.

Leadership Team Governance Subcommittee recommendations:

1. That the Leadership Team Governance Subcommittee bring back a report outlining options to amend the Bylaw to allow for Council to meet in emergency situations during a general election period and to extend the exemption from meeting (except in emergency situations) to the date of the new City Council's first meeting.

### **Report Template** (responses requested from members of Council only)

Majority Response and comments:

- The current reports provided to City Council and Committee provide the right type of information to make a decision and the correct amount of information to make a decision. More information on ramifications of the recommendation and analyzation and development of options would be useful.
- Review of report headings to add a section on Social Implications thereby using a triple bottom line analysis (Financial, Environmental and Social)
- Prefer point form reports (in some cases)

Leadership Team Governance Subcommittee comments:

- This feedback will be shared with Administration in the context of continuous improvement in this area.

### **Appointments of Council Members to Committees - Standing Policy Committees**

(Responses from Members of Council only)

Currently, Standing Policy Committee appointments take place annually at the Organizational Meeting. Chairs and Vice-Chairs of Standing Policy Committees are elected annually at the Standing Policy Committee meeting following the Organizational Meeting. This allows Council to move members of Standing Policy Committees around or keep membership consistent throughout a Council term.

Majority response/comments:

- A slight majority indicated a Council member should stay on a Standing Policy Committee for a two-year term. No preference was given for the Council term (in that it should not be the rule). There should not be a mandatory limit on how long a member of Council serves on a Standing Policy Committee.
- There should be terms for the Chair and Vice-Chair positions. Responses varied between one and two years. There was no support for the Chair to remain in place for the Council term and the Vice-Chair rotated.

Leadership Governance Subcommittee comments:

- This feedback may be helpful for City Council when making its appointments to the Standing Policy Committees. Also, this feedback may be helpful for the Standing Policy Committees when making their appointments of Chair and Vice-Chair.
- No amendment to the Bylaw would be necessary in order for these preferences to occur.

Leadership Team Governance Subcommittee recommendations:

1. That the information be considered by City Council when making its appointments to the Standing Policy Committees and considered by the Standing Policy Committees conducting annual elections of Chairs and Vice-Chairs of the Committees.

**Advisory Committees, Controlled Corporations, Business Improvement Districts and Other Bodies**

Majority response:

- Each Councillor should serve on at least one Advisory Committee and one Controlled Corporation.
- Each Councillor should serve on an External Board (Other Board)
- Appointments to Pension Boards should be for a four-year term.
- Term limits should be rotated where there is more than one Councillor serving on a Committee or Board to ensure continuity.
- The term limit on Advisory Committees, Civic Boards and External Boards should not be four years.
- There should be gender parity where possible.
- Appointments should be matched to the appropriate Standing Policy Committee membership.
- When Council members submit their preferences for appointment, they should be ranked in terms of preference. Majority suggested three rankings in each category.
- Appointments to Business Improvement Districts should not be matched to Ward representation.

Leadership Team Governance Subcommittee comments:

- This feedback will be shared with the team conducting the Governance Review of Advisory Committees, Boards, Commissions and other civic bodies. Recommendations will come forward in the context of that review.

### **Communication Plan**

A Communications Plan will be developed in accordance with the relevant amendments to the Bylaw, so that City Council, stakeholders and citizens are informed of any potential changes to Council's governance framework.

### **Policy Implications**

Policy implications are discussed within the report.

### **Public Notice**

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

Appropriate public notice will be provided when amendments to *The Procedures and Committees Bylaw, 2014* come forward.

### **Attachment(s)**

1. Substantive Survey Questions - Response Summary Graph

### **Report Approval**

Written by: Joanne Sproule, City Clerk and Patricia Warwick, City Solicitor

Reviewed by: Patricia Warwick, City Solicitor

Mike Jordan, Director of Government Relations

Approved by: Joanne Sproule, City Clerk; Patricia Warwick, City Solicitor;

Mike Jordan, Director of Government Relations

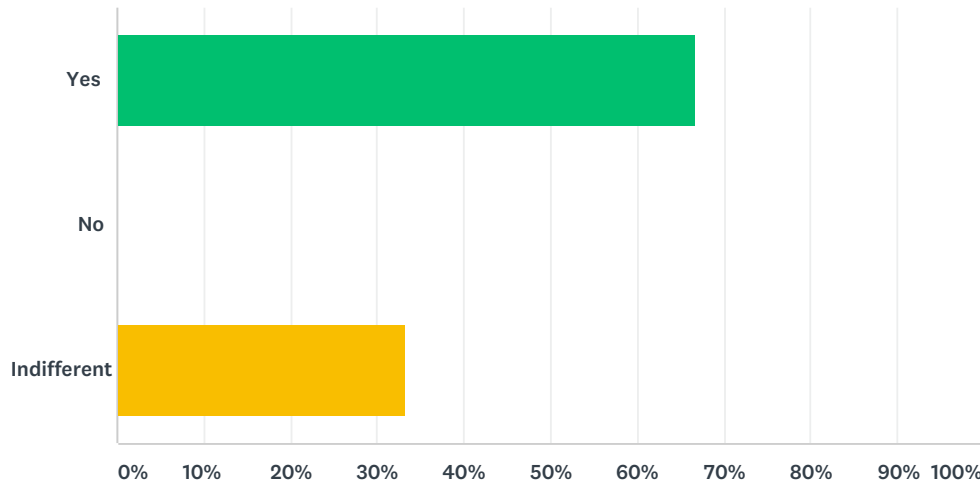
Leg Report – Review of Bylaw 9170.docx

# **PROCEDURES BYLAW**



## Q1 Would time-specific public acknowledgements, if necessary (currently right after adoption of the minutes at 1 p.m.) be acceptable to you?

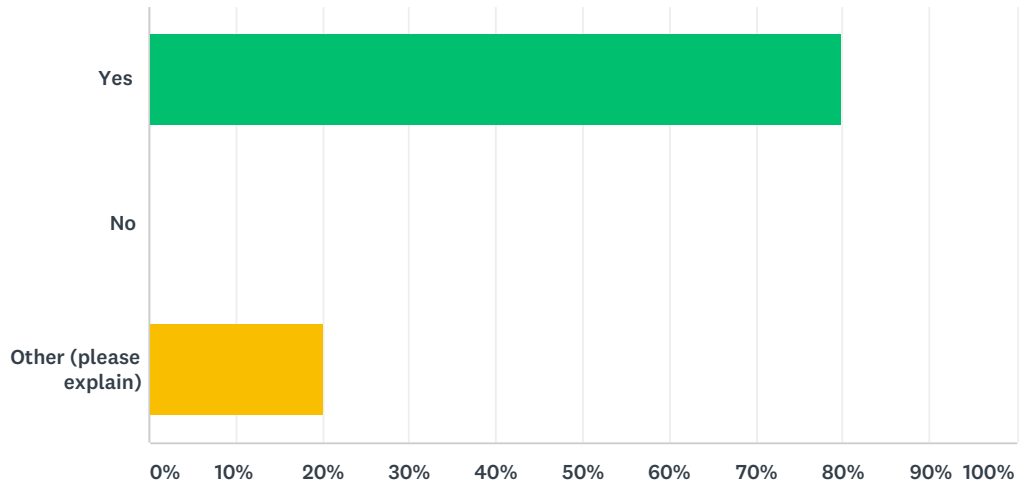
Answered: 15 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	66.67%	10
No	0.00%	0
Indifferent	33.33%	5
<b>TOTAL</b>		<b>15</b>

## Q2 Does the Rise and Report section of the agendas make your governance structure more transparent?

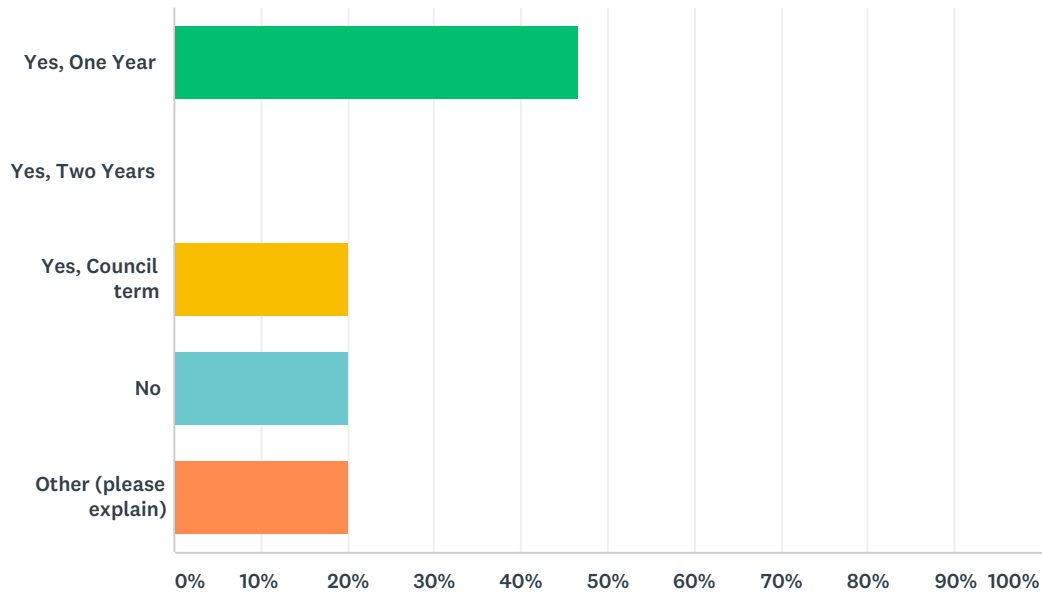
Answered: 15 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	80.00%	12
No	0.00%	0
Other (please explain)	20.00%	3
<b>TOTAL</b>		<b>15</b>

### Q3 Are you interested in introducing a time limit for members of City Council to re-introduce an item already considered by Council or Committee? If so, what is the appropriate time limit?

Answered: 15 Skipped: 1

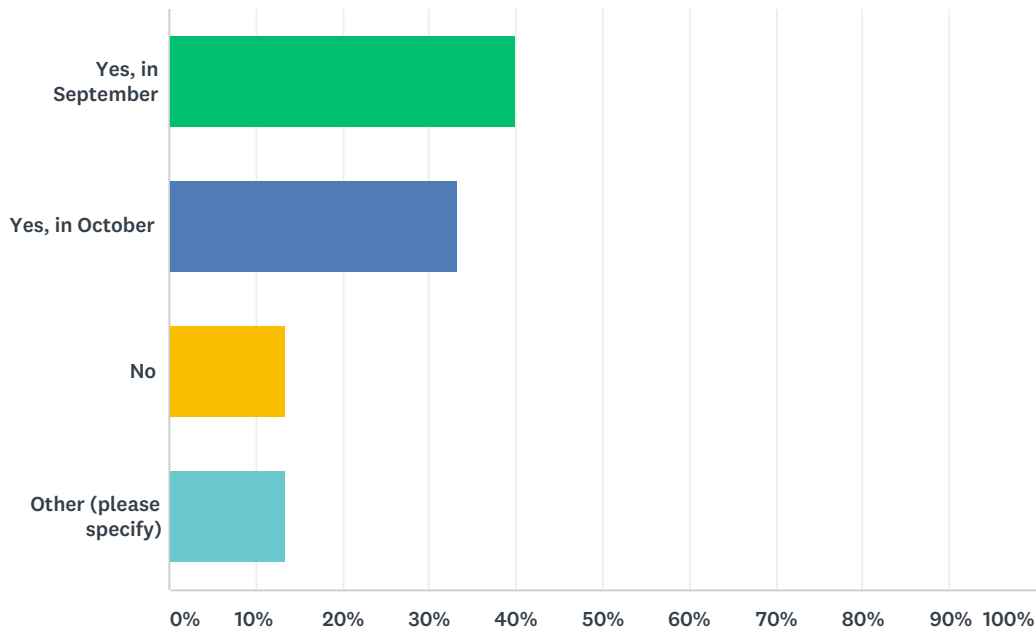


ANSWER CHOICES	RESPONSES	
Yes, One Year	46.67%	7
Yes, Two Years	0.00%	0
Yes, Council term	20.00%	3
No	20.00%	3
Other (please explain)	20.00%	3
Total Respondents: 15		

# **MEETING CALENDARS / SUMMER BREAK FOR MEETINGS**

## Q4 Are you interested in setting the next year's meeting calendar earlier than the Organizational Meeting in November?

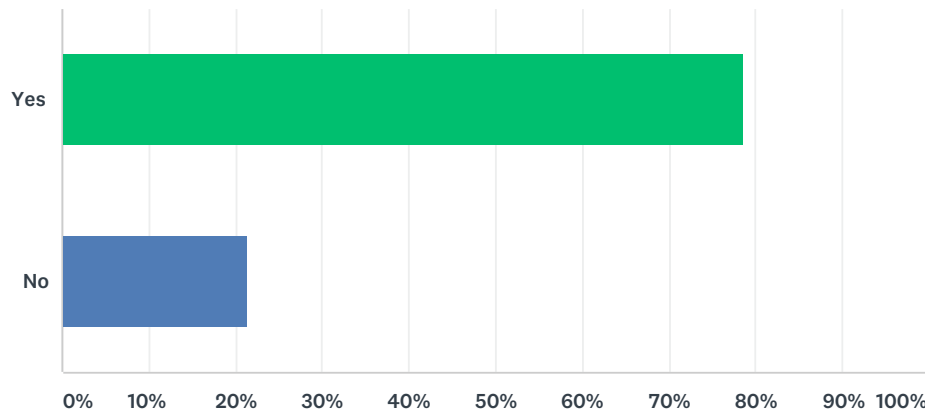
Answered: 15 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes, in September	40.00% 6
Yes, in October	33.33% 5
No	13.33% 2
Other (please specify)	13.33% 2
<b>TOTAL</b>	<b>15</b>

## Q5 Should all members of Council be in attendance at the Organizational Meeting?

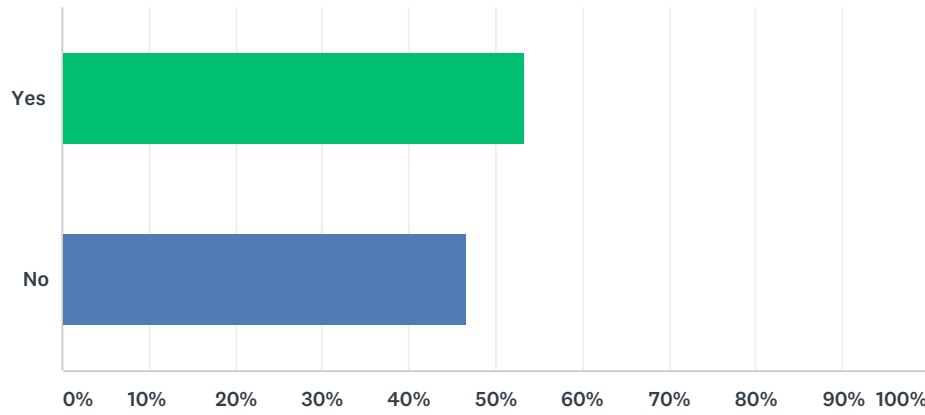
Answered: 14 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	78.57%	11
No	21.43%	3
TOTAL		14

## Q6 Are you interested in a summer break from City Council meetings?

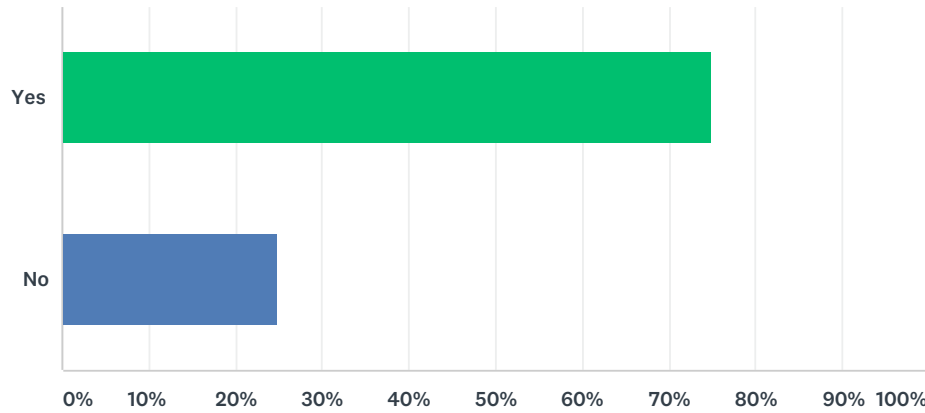
Answered: 15 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	53.33%	8
No	46.67%	7
TOTAL		15

## Q7 Are you interested in a summer break from Governance and Priorities and Standing Policy Committee meetings?

Answered: 16 Skipped: 0

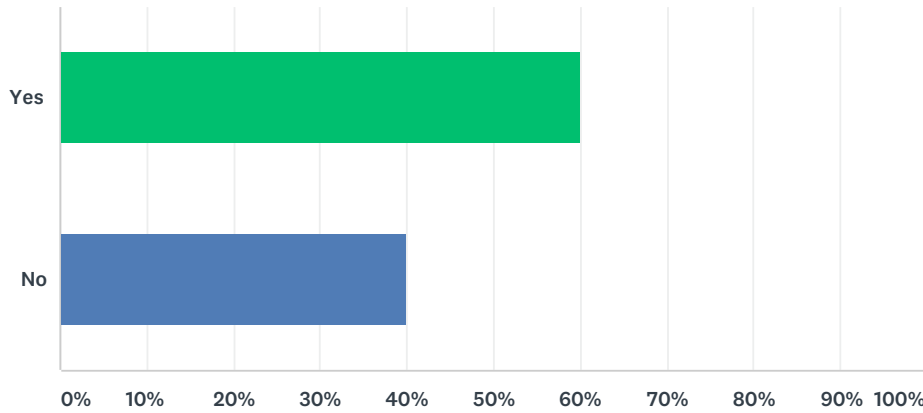


ANSWER CHOICES	RESPONSES	
Yes	75.00%	12
No	25.00%	4
TOTAL		16



## Q8 Do you prefer having more than one calendar option presented at the Organizational Meeting?

Answered: 15 Skipped: 1

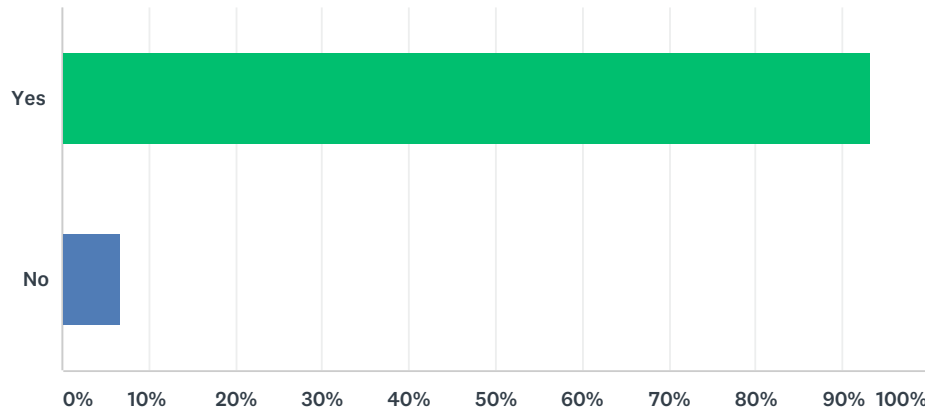


ANSWER CHOICES	RESPONSES	
Yes	60.00%	9
No	40.00%	6
TOTAL		15

# **QUESTION AND ANSWER PERIOD**

## Q10 Does the current process work?

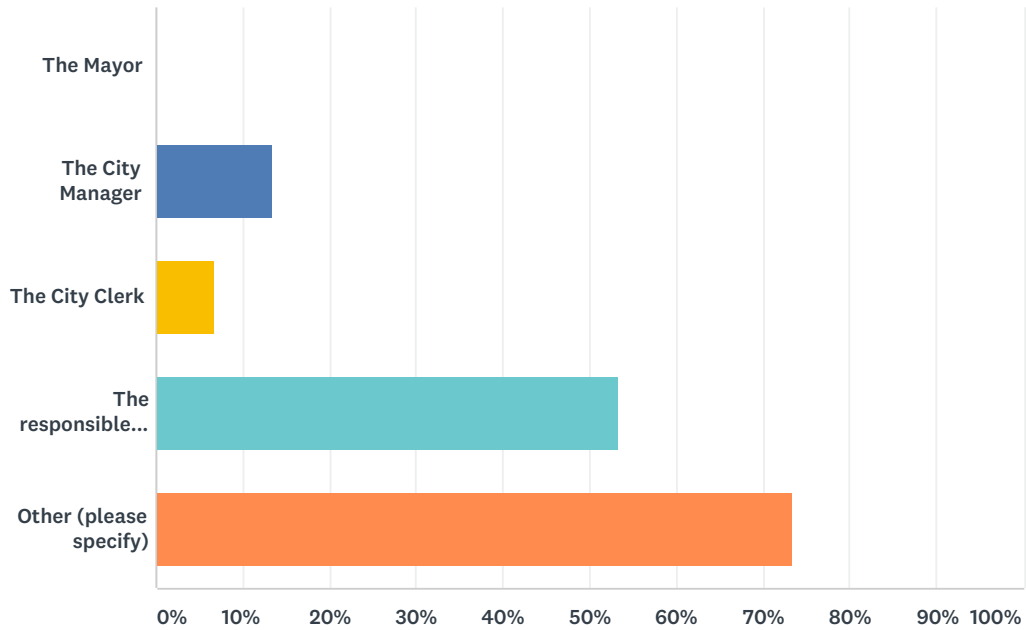
Answered: 15 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	93.33%	14
No	6.67%	1
TOTAL		15

## Q12 Should the questions be provided in advance to:

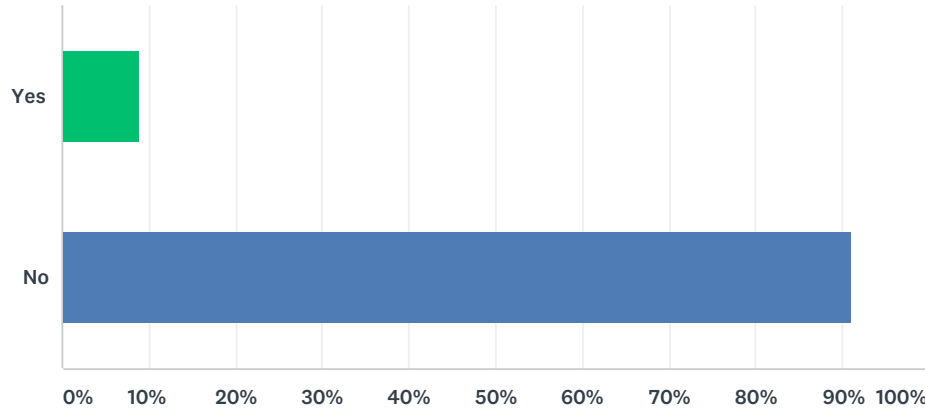
Answered: 15 Skipped: 1



ANSWER CHOICES	RESPONSES	
The Mayor	0.00%	0
The City Manager	13.33%	2
The City Clerk	6.67%	1
The responsible General Manager	53.33%	8
Other (please specify)	73.33%	11
Total Respondents: 15		

### Q13 Are the current rules being strictly enforced?

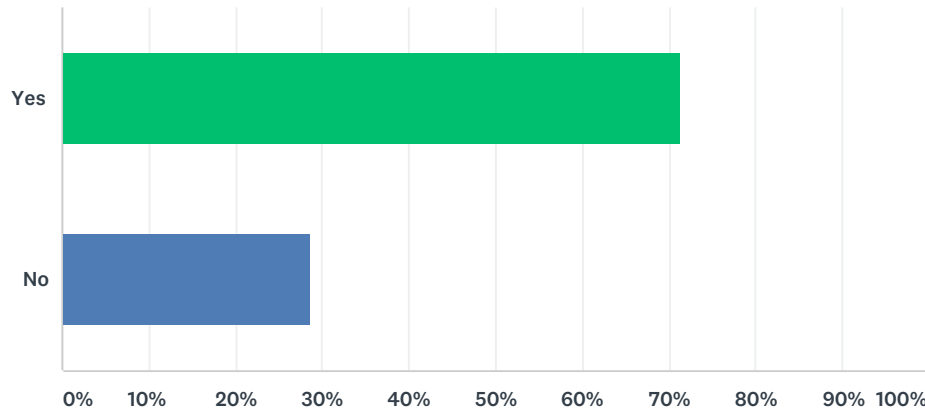
Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	9.09%	1
No	90.91%	10
TOTAL		11

## Q14 Are the current rules being evenly enforced?

Answered: 14 Skipped: 2

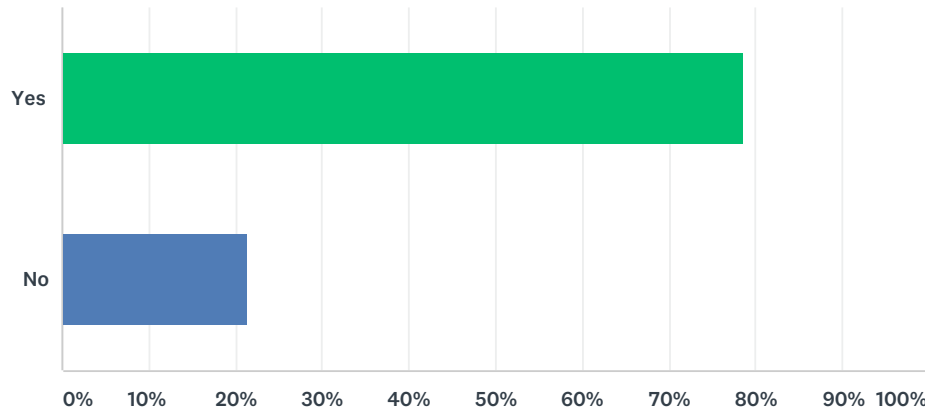


ANSWER CHOICES	RESPONSES	
Yes	71.43%	10
No	28.57%	4
TOTAL		14

# **FIVE-MINUTE SPEAKING RULE**

## Q16 Does the current process work?

Answered: 14 Skipped: 2

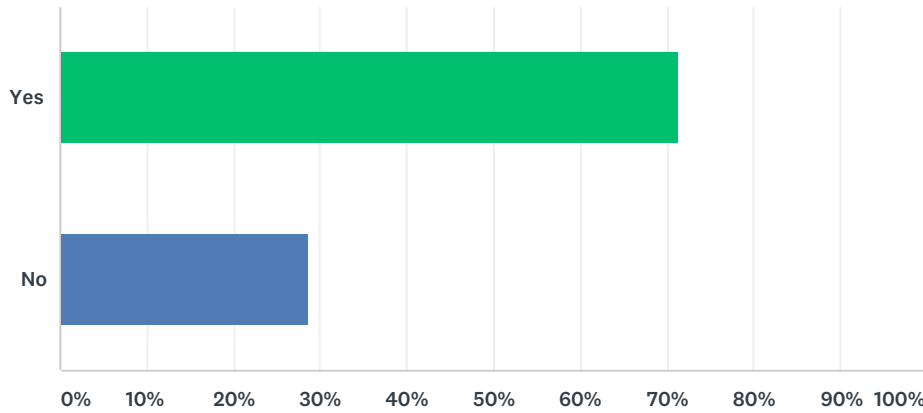


ANSWER CHOICES	RESPONSES	
Yes	78.57%	11
No	21.43%	3
TOTAL		14



### Q17 Should there be a more clear distinction between questioning of the Administration and debate?

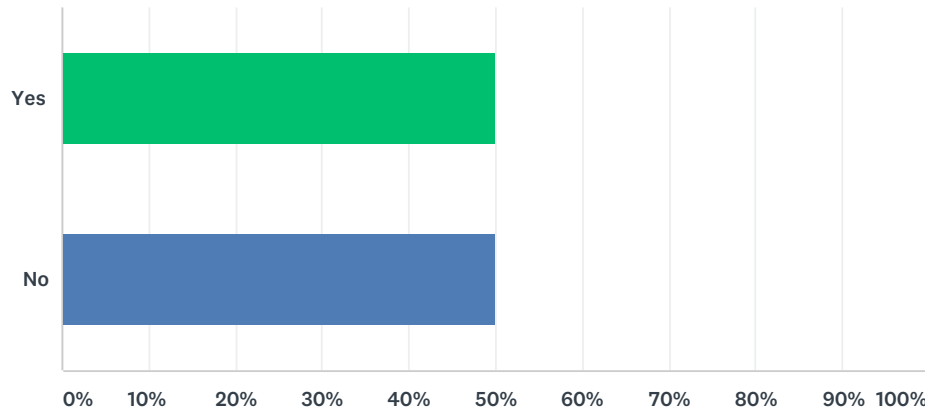
Answered: 14 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	71.43%	10
No	28.57%	4
TOTAL		14

## Q18 Should the five minutes speaking limit include questioning?

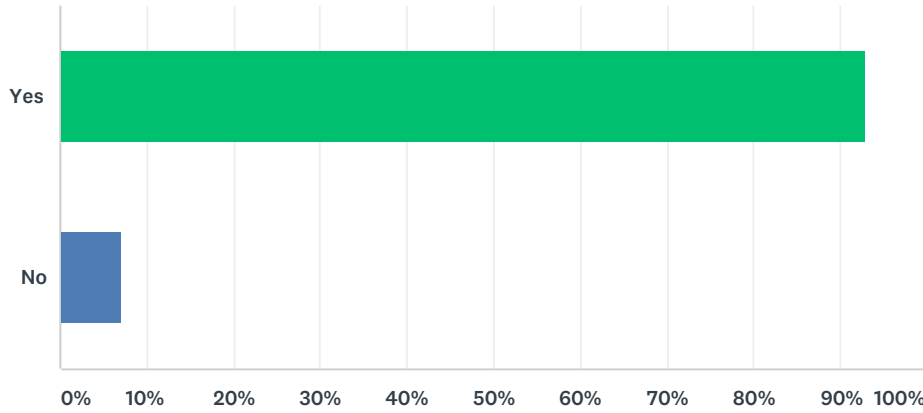
Answered: 14 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	50.00%	7
No	50.00%	7
TOTAL		14

**Q19 If the five minute speaking limit does not include questions, should there be a time limit on questioning or the number of times a member may question the Administration on the same motion/matter?**

Answered: 14 Skipped: 2

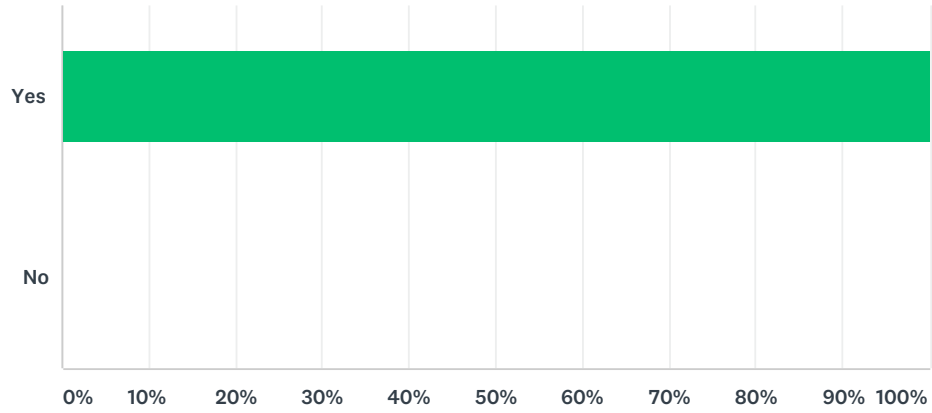


ANSWER CHOICES	RESPONSES	
Yes	92.86%	13
No	7.14%	1
TOTAL		14

# **CONSENT AGENDA**

## Q21 Does the current process work?

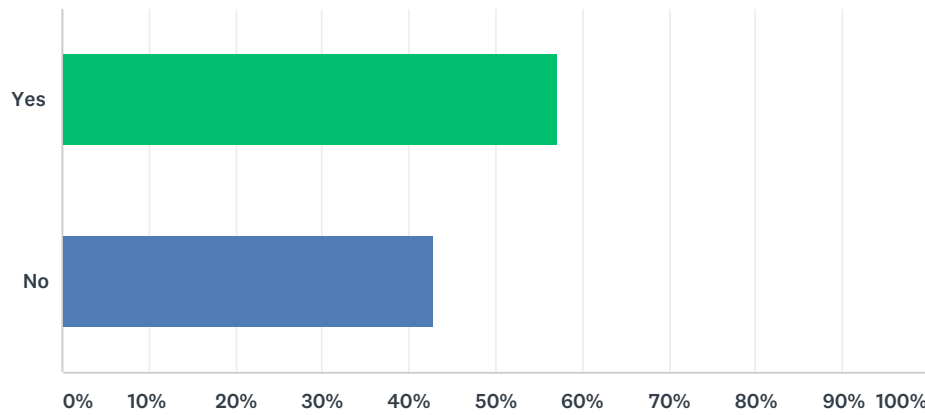
Answered: 14 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	100.00%	14
No	0.00%	0
TOTAL		14

## Q22 Should Committees include a Consent Agenda for information reports from the Administration?

Answered: 14 Skipped: 2

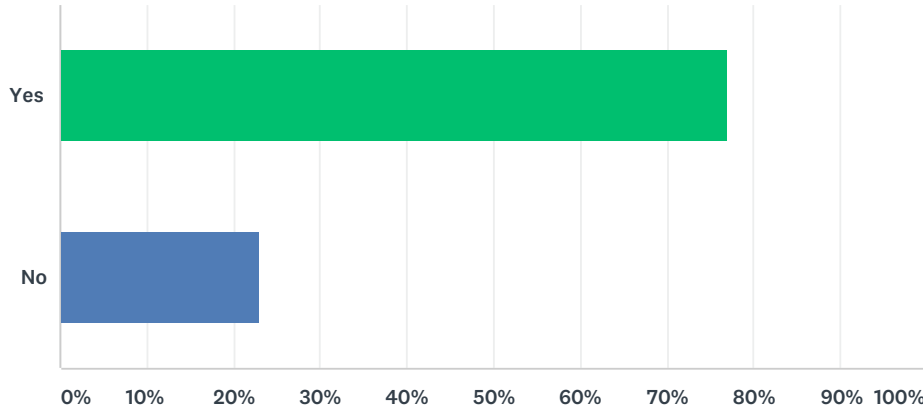


ANSWER CHOICES	RESPONSES	
Yes	57.14%	8
No	42.86%	6
TOTAL		14

# **MEETINGS DURING A MUNICIPAL ELECTION CAMPAIGN**

## Q24 Do you think Council and Committee should have the ability to meet during this period?

Answered: 13 Skipped: 3

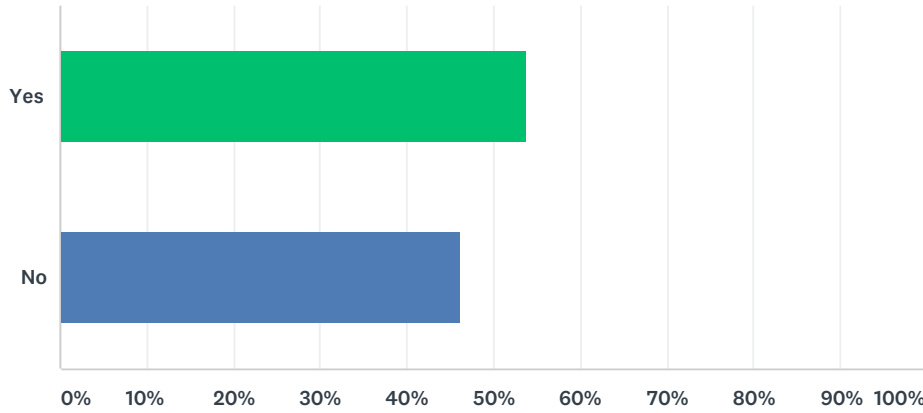


ANSWER CHOICES	RESPONSES	
Yes	76.92%	10
No	23.08%	3
TOTAL		13



### Q25 Do you think the exemption from meeting should be extended to between nomination day and City Council's first meeting (the Monday immediately following a general election)?

Answered: 13 Skipped: 3

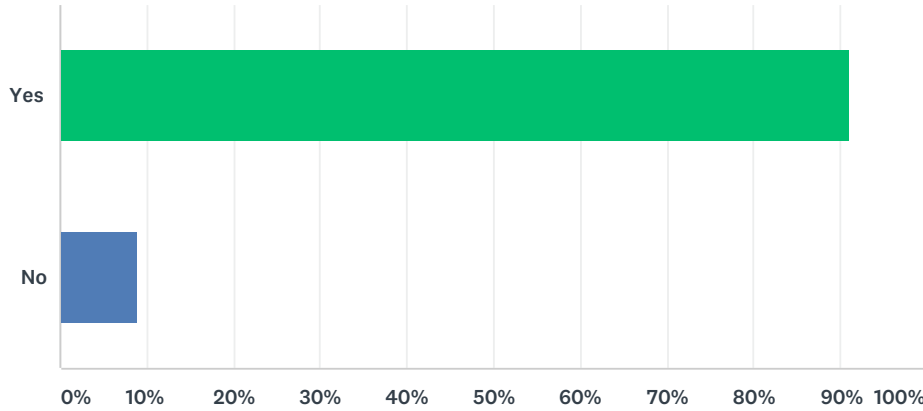


ANSWER CHOICES	RESPONSES	
Yes	53.85%	7
No	46.15%	6
TOTAL		13

# **REPORT TEMPLATE**

## Q27 Do the current reports submitted to City Council and Committee provide the right type of information for you to make a decision?

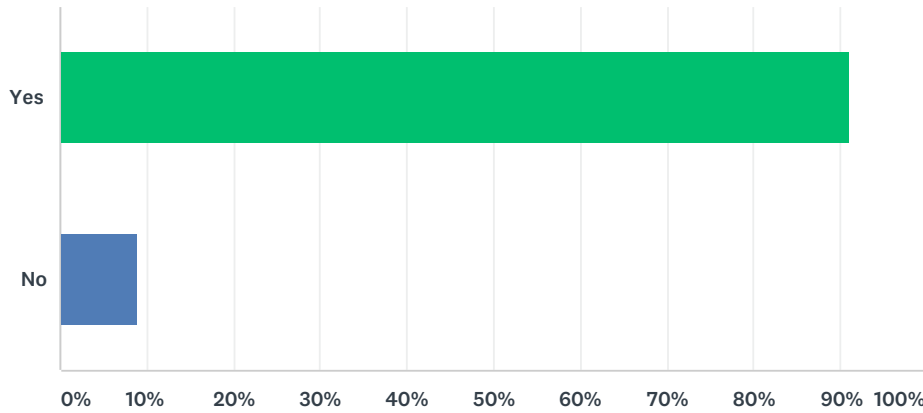
Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	90.91%	10
No	9.09%	1
TOTAL		11

## Q29 Do the current reports provided to Council and Committee contain the correct amount of information for you to make a decision?

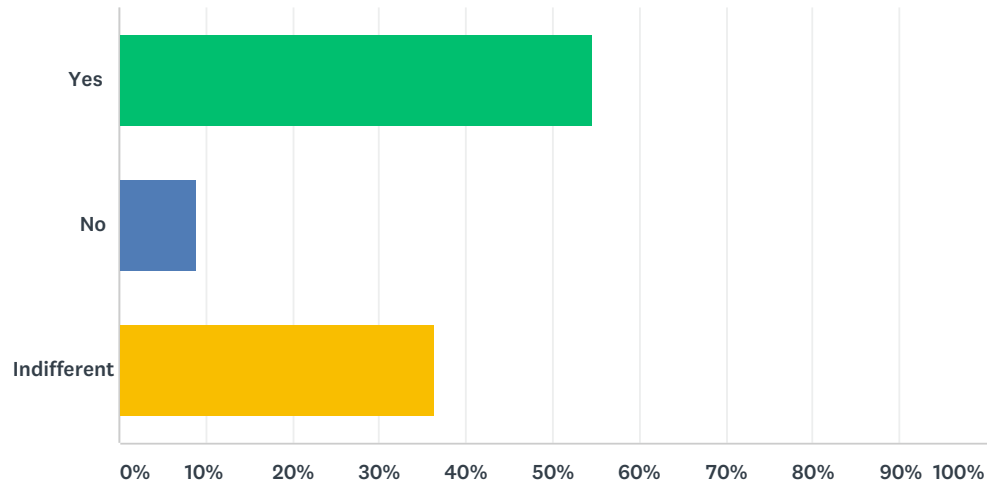
Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	90.91%	10
No	9.09%	1
TOTAL		11

### Q33 Do you prefer point form reports?

Answered: 11 Skipped: 5

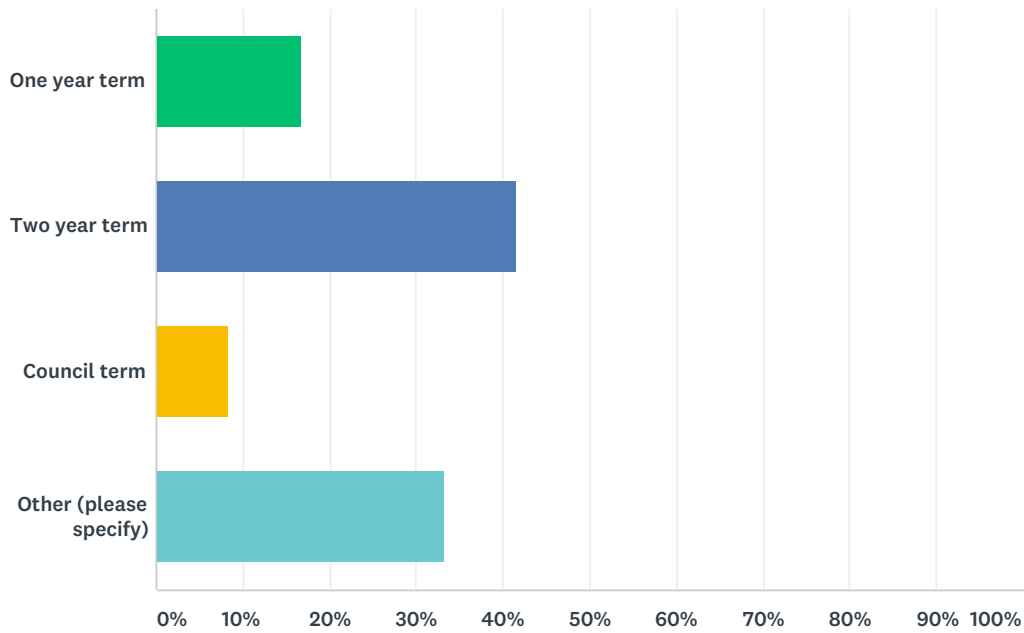


ANSWER CHOICES	RESPONSES	
Yes	54.55%	6
No	9.09%	1
Indifferent	36.36%	4
<b>TOTAL</b>		<b>11</b>

# **APPOINTMENT OF COUNCIL MEMBERS TO COMMITTEE**

## Q35 How long should a Council member stay on a Standing Policy Committee?

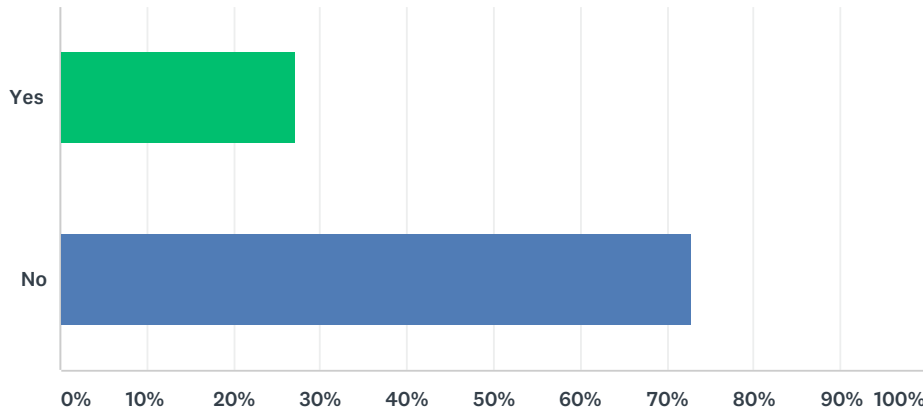
Answered: 12 Skipped: 4



ANSWER CHOICES	RESPONSES
One year term	16.67% 2
Two year term	41.67% 5
Council term	8.33% 1
Other (please specify)	33.33% 4
<b>TOTAL</b>	<b>12</b>

### Q36 Should there be a mandatory limit on how long a member of Council serves on a Standing Policy Committee?

Answered: 11 Skipped: 5

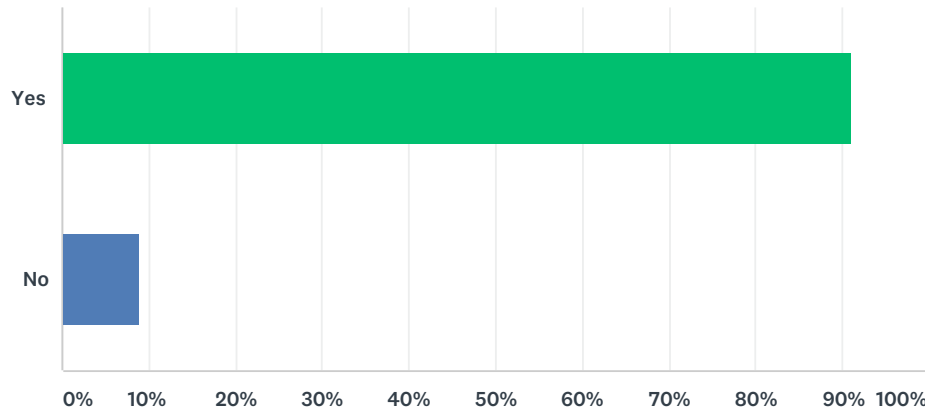


ANSWER CHOICES	RESPONSES	
Yes	27.27%	3
No	72.73%	8
TOTAL		11



### Q37 Should there be terms for the Chair and Vice-Chair positions?

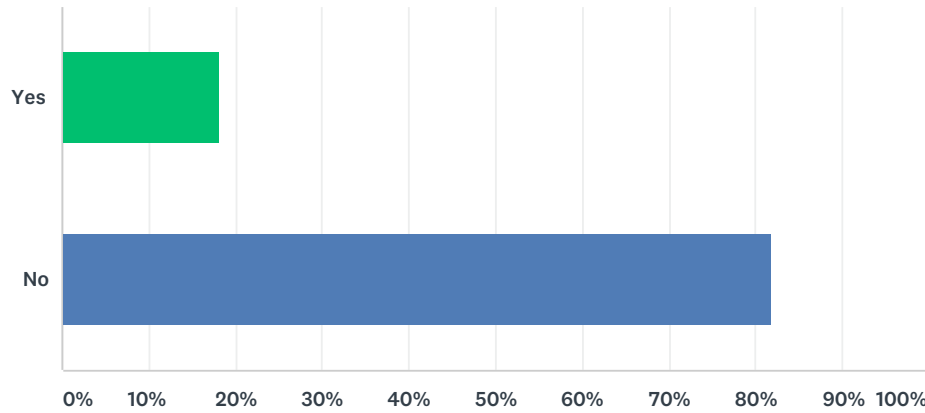
Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	90.91%	10
No	9.09%	1
TOTAL		11

### Q38 Should the Chair remain in place for the Council term and the Vice-Chair be rotated?

Answered: 11 Skipped: 5

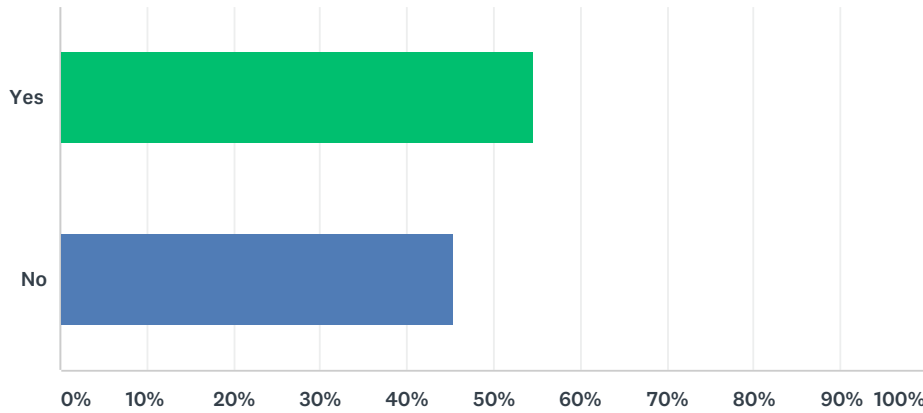


ANSWER CHOICES	RESPONSES	
Yes	18.18%	2
No	81.82%	9
TOTAL		11

**ADVISORY COMMITTEES  
CONTROLLED CORPORATIONS  
BUSINESSES IMPROVEMENT DISTRICTS  
AND OTHER BODIES**

### Q40 Should each Councillor serve on at least one Advisory Committee and one Controlled Corporation?

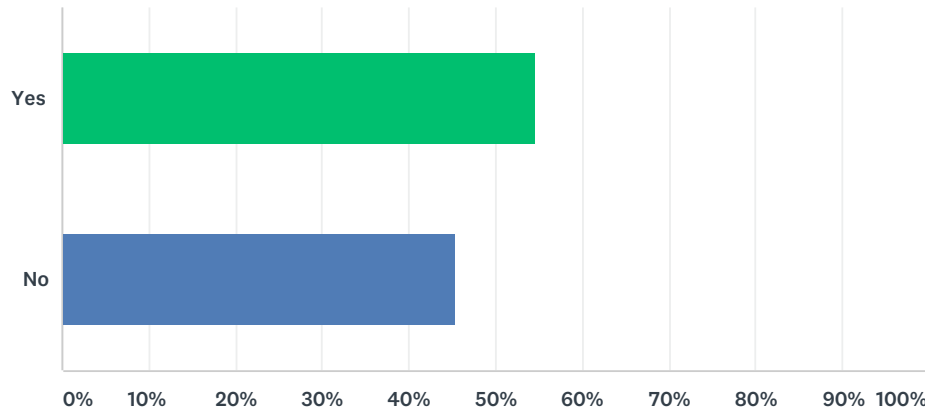
Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	54.55%	6
No	45.45%	5
TOTAL		11

## Q41 Should each Councillor serve on an External Board (Other Board)?

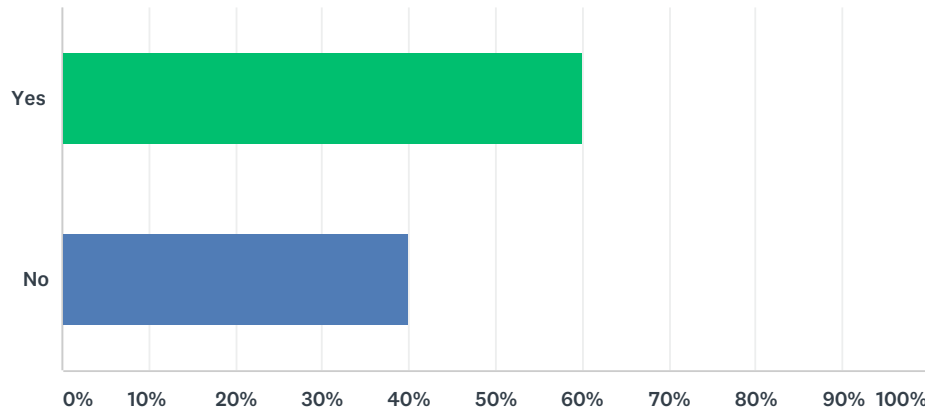
Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	54.55%	6
No	45.45%	5
TOTAL		11

## Q42 Should appointments to Pension Boards be for a four-year term?

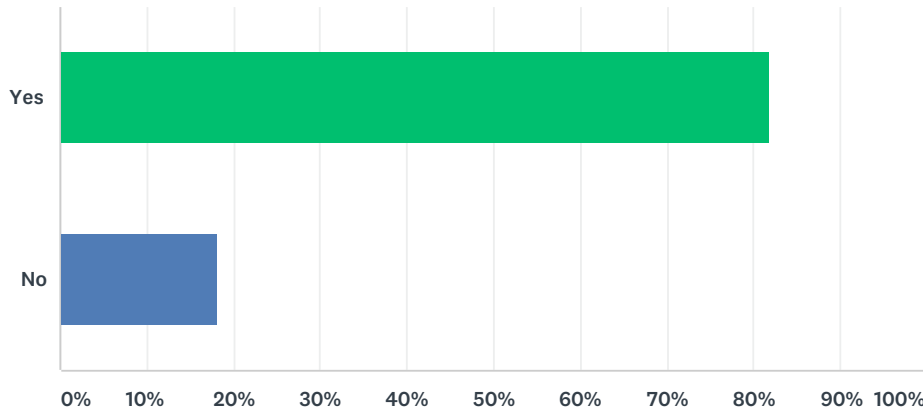
Answered: 10 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	60.00%	6
No	40.00%	4
TOTAL		10

### Q43 Should term limits be rotated where there is more than one Councillor serving on a Committee or Board to ensure continuity?

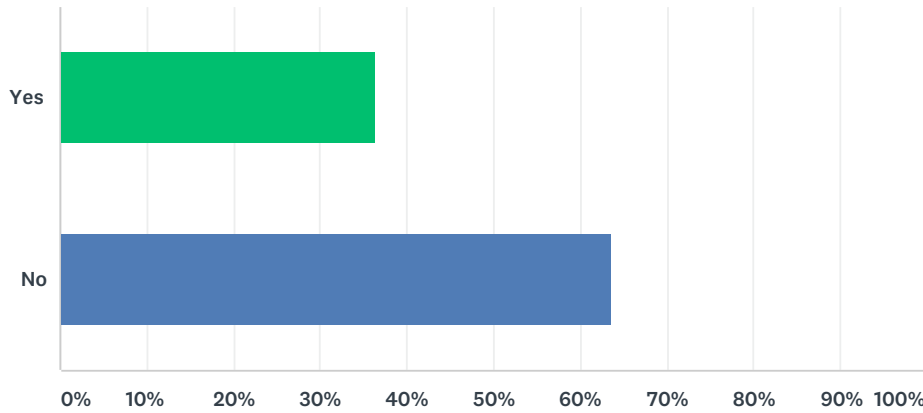
Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	81.82%	9
No	18.18%	2
TOTAL		11

### Q44 Should the term limit on Advisory Committee, Civic Boards and External Boards be four years?

Answered: 11 Skipped: 5

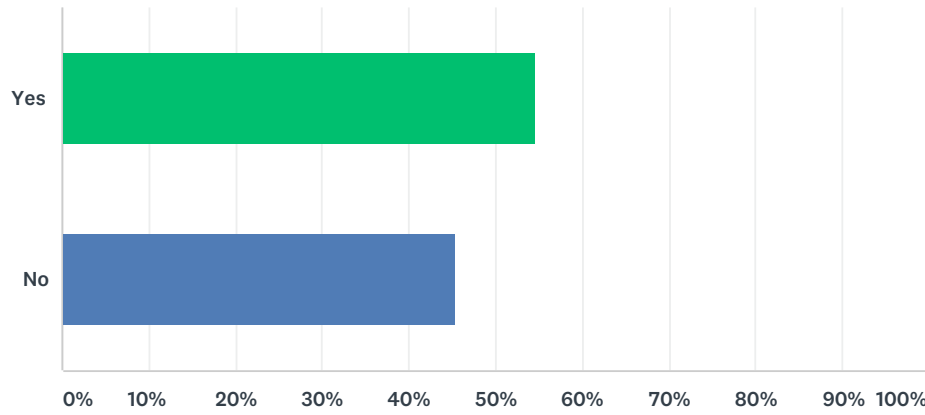


ANSWER CHOICES	RESPONSES	
Yes	36.36%	4
No	63.64%	7
TOTAL		11



## Q45 Should there be gender parity where possible?

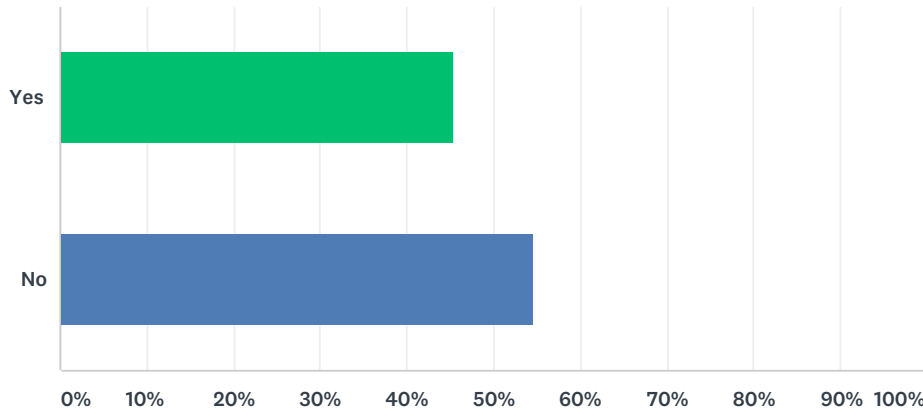
Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	54.55%	6
No	45.45%	5
TOTAL		11

### Q46 Should appointments to Advisory Committees be matched to the appropriate Standing Policy Committee membership?

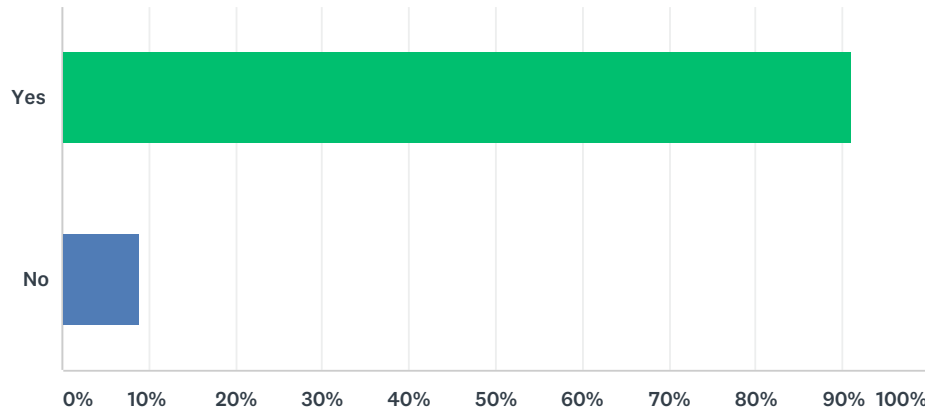
Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	45.45%	5
No	54.55%	6
TOTAL		11

### Q47 When Council members submit their preferences for appointment, should they be ranked in terms of interest?

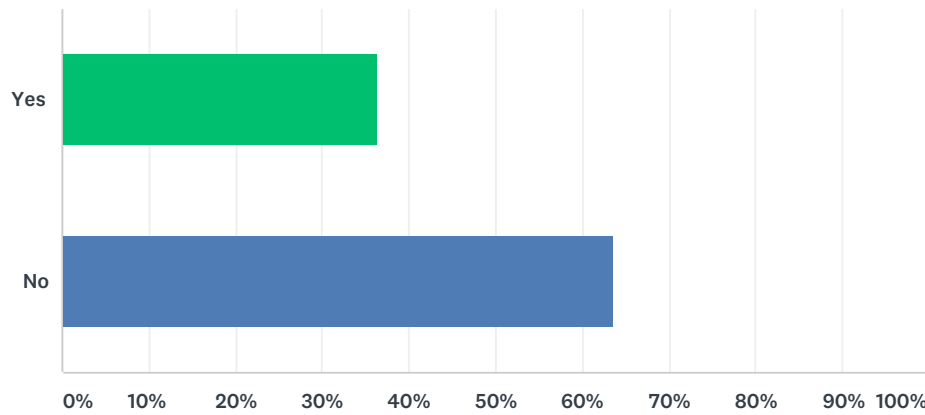
Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	90.91%	10
No	9.09%	1
TOTAL		11

## Q48 Should appointments to Business Improvement Districts be matched to Ward representation?

Answered: 11 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	36.36%	4
No	63.64%	7
TOTAL		11

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## New Sewer Use Bylaw

### Recommendation

That City Council consider Bylaw No. 9466, *The Sewer Use Bylaw, 2017* and Bylaw No. 9467, *The Waste Amendment Bylaw, 2017*.

### Topic and Purpose

The purpose of this report is to provide City Council with Bylaw No. 9466, *The Sewer Use Bylaw, 2017*, which creates a new regulatory scheme for use of the City's sanitary sewer system. This report further serves to provide Bylaw No. 9467, *The Waste Amendment Bylaw, 2017*, which introduces consequential amendments to Bylaw No. 8310, *The Waste Bylaw, 2004* resulting from implementation of this new regulatory scheme.

### Report

At its meeting on March 7, 2011, City Council adopted a regulatory framework for a new Sewer Use Bylaw and instructed the City Solicitor to, among other things, prepare a new Sewer Use Bylaw (the "Bylaw") with an effective date of July 1, 2013. The City Solicitor also received instructions to prepare a bylaw to reflect any consequential amendments to *The Waste Bylaw, 2004*. The new Bylaw was intended to improve the quality of wastewater through the foundational principle of source control; in other words, stopping inappropriate material at the source, before it enters the sanitary sewer system. Early drafts focussed on prescribed plumbing fixtures and the requirement for pretreatment facilities for a variety of businesses.

In March, 2013, implementation of the Bylaw was postponed in order to accommodate education programs with affected businesses.

On March 23, 2015, City Council received a further report varying the approach to the Bylaw, while maintaining the focus on wastewater effluent quality. In March, 2013, the Administration created a Baseline Wastewater Discharge Inventory of approximately 1,600 businesses. They conducted site visits and evaluated the risk posed by each business to ensure that the potential impact to businesses from implementation of a new Bylaw was fully evaluated. City Council received an update to the Baseline Wastewater Discharge Inventory at its meeting on December 14, 2015.

At its Regular Business Meeting on January 23, 2017, City Council adopted the following recommendation:

“That the City Solicitor’s instructions to draft a new sewer use bylaw be amended based on the information contained in the report of the General Manager, Corporate Performance, dated January 10, 2017.”

In accordance with City Council’s instructions, we are pleased to attach Bylaw No. 9466, *The Sewer Use Bylaw, 2017* for City Council’s consideration. The effective date of Bylaw No. 9466 is January 1, 2018. The Bylaw speaks solely to the use and regulation of the City’s sanitary sewer system.

The new regulatory framework provided for in the Bylaw is premised on source control management in an effort to stop or deter inappropriate substances from being discharged into the sanitary sewer system. The type and volume of substances harmful to the sanitary sewer system are specifically identified in the Bylaw and either prohibited altogether or restricted from entering the system in certain quantities.

The discharge of either prohibited or restricted substances may only be engaged in pursuant to permits issued at the City’s discretion. Permits are intended to be required for high-risk users of the sanitary sewer system. They are unique to the particular user and can be tailored by the conditions imposed by the City on that specific user. Conditions may include restrictions on the quantity, composition, frequency and nature of waste to be discharged, requirements with respect to the monitoring of discharge through sampling and testing, recordkeeping requirements, and in appropriate circumstances, surcharge fees. The Bylaw similarly provides for trucked liquid waste hauler permits for the collection and transportation of waste from a site for discharge at a City facility. Annual permit fees are identified as a means of offsetting some of the cost of pursuing this initiative.

Appeals with respect to a permit or the condition of a permit may be made to the Environmental Management Appeal Board which is established by the Bylaw, similar to the Property Maintenance Appeal Board.

In addition to permitted businesses, the Bylaw identifies specific businesses which are required to comply with specified pretreatment facility requirements. For example, businesses producing fat, oil and grease derived from cooking or food preparation processes are required to have fat, oil and grease interceptors. Similarly, businesses with the potential to discharge oil and grease derived from petroleum are required to have oil/water separators. Again, the objective being to stop or deter the discharge of inappropriate substances into the sanitary sewer system.

All sanitary sewer service charges are outlined in the Bylaw recognizing the appropriate amounts and formulas.

The intent is to achieve voluntary compliance with the Bylaw through education, inspections and warnings. We understand that the Environmental & Corporate Initiatives Division spent a substantial amount of time connecting with and educating businesses about the Bylaw in the course of preparing the Baseline Wastewater

## New Sewer Use Bylaw

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Discharge Inventory, which should help in efforts to achieve voluntary compliance. The Bylaw does, however, provide for a number of more serious enforcement mechanisms, including notices, orders, liability for damages and the disconnection of utility services where circumstances warrant.

The enforcement section also provides for a Court to order restitution where the Court is satisfied that the offence committed warrants the imposition of a penalty relating to a fee, cost, rate, toll or charge that is associated with the conduct giving rise to the offence. The Bylaw stipulates that such costs shall be imposed by the judge in a reasonable amount that reflects the costs incurred by the City as a result of the offender's conduct. The restitution provision is permitted by *The Cities Act*, however, it has not typically been included in City bylaws. Any award of restitution would therefore be novel.

In addition to Bylaw No. 9466, our Office is also pleased to attach Bylaw No. 9467, *The Waste Amendment Bylaw, 2017*, which provides for consequential amendments to *The Waste Bylaw, 2004* to ensure consistency between solid and liquid waste disposal.

This report has been reviewed by the Environmental & Corporate Initiatives Division.

### Attachments

1. Proposed Bylaw No. 9466, *The Sewer Use Bylaw, 2017*; and
2. Proposed Bylaw No. 9467, *The Waste Amendment Bylaw, 2017*.

### Report Approval

Written by: Christine G. Bogad, Solicitor, Director of Administrative Law  
Approved by: Patricia Warwick, City Solicitor

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**BYLAW NO. 9466**

**The Sewer Use Bylaw, 2017**



## Table of Contents

Preamble.....	1
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### **PART I – Short Title, Interpretation and Purposes**

1. Short Title.....	1
2. Definitions .....	2
3. Purposes of Bylaw .....	8
4. Public Utility Service .....	8
5. Delegation of Authority.....	8
6. Interpretation.....	9

### **PART II – Responsibility**

7. Responsibility.....	9
------------------------	---

### **PART III – Discharging into the Sanitary Sewer System**

#### **DIVISION I – General Prohibitions, Temporary Licences and Permits**

8. General Prohibition .....	9
9. Prohibition – Prohibited Waste .....	9
10. Prohibition – Restricted Waste .....	9
11. Prohibition – Unpurchased Water Discharge .....	10
12. Prohibition – Trucked Liquid Waste Haulers .....	10
13. Temporary Licences .....	10
14. Suspension or Cancellation of Temporary Licence.....	12
15. Suspension or Cancellation of Temporary Licence – No Right of Appeal...	13
16. Permits - General.....	13
17. Permit Fees.....	14
18. Permits – Suspension and Cancellation .....	15
19. Permits – Right of Appeal .....	15
20. Renewal of a Permit.....	16
21. Discharges and Spills .....	17
22. Emergency.....	18

#### **DIVISION II – Trucked Liquid Waste**

23. Trucked Liquid Waste - Permits .....	19
24. Prohibition – Improper Use of PIN .....	19
25. Prohibition – Trucked Liquid Waste Disposal.....	19
26. Prohibition – Mixing Trucked Liquid Waste .....	19
27. Prohibition – Obstruction of Municipal Inspector .....	19
28. Records – Trucked Liquid Waste .....	20

## **PART IV – Pretreatment Discharge and Monitoring**

### **DIVISION I – General**

29. Pretreatment Facilities - General .....	20
30. Pretreatment Facilities Required .....	21
31. Storage and Disposal of Waste – Pretreatment Facilities .....	21

### **DIVISION II – FOG**

32. FOG Interceptors Required .....	21
33. Prohibition – Use of Agents to Allow Waste to Pass Through a Pretreatment Facility .....	22
34. FOG Interceptors - Installation .....	22
35. FOG Interceptors – Operation, Maintenance and Cleaning .....	22
36. FOG Interceptors – Maintenance Records .....	22

### **DIVISION III – Grit and Oil and Grease Derived from Petroleum**

37. Grit Interceptors and Oil/Water Separators Required .....	23
38. Grit Interceptors and Oil/Water Separators - Installation .....	23
39. Grit Interceptors – Operation, Maintenance and Cleaning .....	24
40. Oil/Water Separators – Operation, Maintenance and Cleaning .....	24
41. Maintenance Records .....	24

### **DIVISION IV – Dental Amalgam**

42. Amalgam Separator Required .....	24
43. Containment of Waste .....	25
44. Amalgam Separators - Installation .....	25
45. Amalgam Separators – Operation, Maintenance and Cleaning .....	25
46. Maintenance Records .....	25

### **DIVISION V – Sampling and Testing**

47. Measurements, Testing and Sampling .....	26
48. Control Manholes and Sample Points .....	27

### **DIVISION VI – Pretreatment Facility Records**

49. Records – Pretreatment Facilities .....	27
50. Records – Inspection and Maintenance – Pretreatment Facilities .....	28
51. Record Retention – Pretreatment Facilities .....	28

**PART V – Mobile Food Trucks**

52. Records - Mobile Food Trucks .....28

**PART VI – General Matters Regarding Use of the Sanitary Sewer System**

53. Interference with Sanitary Sewer System .....29  
54. Diluting Discharge .....29  
55. Blockages of the Sanitary Sewer System .....29  
56. Garbage Disposal Units .....30  
57. Sump Pumps and Weeping Tile.....30

**PART VII – Sanitary Sewer Service Charges**

58. Domestic and Non-Domestic Users of City Water .....31  
59. Users of Non-City Water – Unpurchased Water .....31  
60. Adjustment for Water not Discharged to Sanitary Sewer System .....31  
61. Domestic Accounts .....31  
62. Commercial and Industrial Accounts.....31

**PART VIII – Private Sewage Works**

63. Private Sewage Works - Construction .....32  
64. Maintaining Private Sewage Works .....32  
65. Septic Tanks .....32  
66. Connecting to the Sanitary Sewer System.....32

**PART IX – Inspections, Compliance and Enforcement Procedures**

67. Inspections.....33  
68. Notices .....33  
69. Order to Remedy Contraventions .....34  
70. Registration of Notice of Order.....34  
71. Appeal of Order to Remedy .....35  
72. City Remedying Contraventions.....35  
73. Discontinuance and Removal of a Public Utility .....35  
74. Emergencies .....35  
75. City’s Right to Recover Costs for Damage/Remedial Action.....36  
76. Civil Action to Recover Costs.....36  
77. Adding Amounts to Tax Roll.....36

**PART X – Offences and Penalties**

78. General Penalty .....37  
79. Restitution .....37

**PART XI – Miscellaneous**

80. Liens for Public Utility Service.....38  
81. Compliance with Other Laws .....38  
82. More Restrictive Provisions Prevail.....38  
83. Bylaw Nos. 4875 and 5115 Repealed.....39  
84. Coming Into Force .....39

**Schedule “A” – Prohibited Waste.....40**

**Schedule “B” – Restricted Waste.....42**

**Schedule “C” – Permit Fees .....44**

**Schedule “D” – Sanitary Sewer Service Charges .....45**

**Schedule “E” – Maintenance Records .....49**

## **BYLAW NO. 9466**

### **The Sewer Use Bylaw, 2017**

Whereas pursuant to clause 8(1)(i) of *The Cities Act*, S.S. 2002, c. C-11.1 (the “Act”), the City has the authority to pass bylaws respecting services provided by or on behalf of the City, including establishing fees for providing those services;

Whereas pursuant to clause 8(1)(j) of the Act, the City has the authority to pass bylaws respecting public utilities;

Whereas the City maintains a sanitary sewer system;

Whereas all property that is capable of being served by the City’s sanitary sewer system should be served and connected;

Whereas City Council considers it expedient to protect its sanitary sewer system from improper use;

Whereas homeowners and business owners have a responsibility to protect the sanitary sewer system from improper use;

Whereas there are components of sewage which in various concentrations, volumes, and/or loadings are detrimental or costly to the operation and maintenance of the sanitary sewer system and must either be restricted or prohibited;

Whereas it is necessary to regulate the operation and use of the City’s sanitary sewer system;

Whereas the sanitary sewer system is a physical asset that will fail from time to time and the City has a duty to take action, as it deems necessary, to protect its property from those events.

Now therefore, the Council of The City of Saskatoon enacts:

#### **PART I**

#### **Short Title, Interpretation and Purposes**

##### **Short Title**

1. This Bylaw may be cited as *The Sewer Use Bylaw, 2017*.

## Definitions

### 2. In this Bylaw:

- (a) **“audit sample”** means a specimen of sewage, groundwater, storm water or effluent of at least 100 millilitres collected by the City to verify compliance with the Bylaw and confirm that samples being provided are not being manipulated;
- (b) **“authorized laboratory”** means any laboratory accredited by an authorized accreditation body in accordance with a standard based on “ISO/IEC/EN 17025: General Requirements for Competence of Calibration and Testing Laboratories”;
- (c) **“biochemical oxygen demand”** or **“BOD”** means the quantity of oxygen expressed in parts per million or milligrams per litre, utilized in the biochemical degradation of organic matter, oxidation of inorganic materials, and/or nitrogenous compounds for five days at 20 degrees Celsius as described in “Standard Methods”;
- (d) **“biomedical waste”** means medical waste that requires special precautions in disposal due to the waste being infectious, cytotoxic or especially toxic in nature, or containing sharps;
- (e) **“building drain”** means that part of the lowest horizontal piping of drainage systems in a building and that receives the discharge from a soil pipe, waste pipe or other drainage pipe and conveys it to the building sanitary sewer;
- (f) **“building sanitary sewer”** means a pipe that connects a building drain to the sanitary sewer system or to a private sewage work;
- (g) **“business”** means a business within the meaning of *The Cities Act*;
- (h) **“CSA B481”** means the standards included in Canadian Standards Association (CSA Group) B481 Series Grease Interceptors;
- (i) **“chemical oxygen demand”** or **“COD”** means the measure of the oxygen consuming capacity of inorganic and organic matter present in domestic or non-domestic wastewater as described in “Standard Methods”;
- (j) **“City”** means The City of Saskatoon;
- (k) **“compliance plan”** means a document prepared to identify a strategy to address the management of discharges in excess of the

limits prescribed in the Bylaw to protect people, property and the environment. For greater certainty, a compliance plan is intended to:

- (i) outline a discharge plan for a business or operation that's ongoing discharge is in contravention of the Bylaw; or
  - (ii) outline a spill response plan to minimize, counteract, mitigate, prevent the recurrence of and remedy the effect of a spill;
- (l) **“composite sample”** means multiple specimens of sewage, groundwater, storm water or effluent of at least 100 millilitres which is made up of three or more grab samples that have been combined manually or automatically and taken at intervals;
  - (m) **“control manhole”** means a manhole used for sampling and monitoring of non-domestic wastewater and maintenance of the wastewater connection;
  - (n) **“Council”** means the Council of The City of Saskatoon;
  - (o) **“dental operation”** includes activities such as dental care, dental hygiene or dental laboratory practices which have the potential to generate effluent that contains dental amalgam;
  - (p) **“domestic wastewater”** means the water-carried waste and wastewater produced from non-commercial or non-industrial activities and which result from normal human living processes;
  - (q) **“effluent”** means the liquid outflow of any facility designed to treat or convey sewage or storm water;
  - (r) **“FOG”** means liquid waste that contains animal or vegetable fat, oil and grease originating as a by-product of cooking or food preparation processes, including food scraps, meat fats, lard, sauces, cooking oil, butter and margarine that may impair the operation of the sanitary sewer system;
  - (s) **“General Manager”** means the General Manager, Community Services Department or a designate;
  - (t) **“grab sample”** means a specimen of sewage, groundwater, storm water or effluent of at least 100 millilitres which is collected at a particular time and place over a period of time not exceeding 15 minutes;
  - (u) **“groundwater”** means water found under the surface of the ground;

- (v) **“ISO 11143”** means the standard ISO/FDIS 11143 for “Dentistry – Amalgam Separators” as established by the International Organization for Standardization;
- (w) **“integrated sample”** means a combination of grab or composite samples collected at different sampling sites at approximately the same time;
- (x) **“interceptor”** means a receptacle that is installed to prevent oil, grease, sand and other prohibited or restricted waste from passing into the sanitary sewer system;
- (y) **“liquid waste containing grit”** means liquid waste that contains solid matter including ashes, cinder, sand, stone or any other solid or viscous substance that may impair the operation of the sanitary sewer system;
- (z) **“matter”** means any solid, liquid or gas;
- (aa) **“mobile food truck”** means a motorized, mobile, self-contained vehicle that is equipped to cook, prepare and/or serve food for which a mobile food vendor license has been granted under *The Business License Bylaw* No. 8075;
- (bb) **“municipal inspector”** means an employee or agent of the City authorized by the General Manager to act as a municipal inspector for the purposes of this Bylaw;
- (cc) **“non-domestic wastewater”** means all water-carried waste and wastewater of non-human origin from any processing, institutional, commercial or other business or operation;
- (dd) **“owner”** means an owner within the meaning of *The Cities Act*;
- (ee) **“pathological waste”** means waste which contains infectious material that could threaten the public or worker health and safety;
- (ff) **“person”** includes a corporation and the heirs, executors, administrators or other legal representatives of a person;
- (gg) **“pesticide”** means an organism or material that is represented, sold, used or intended to be used to prevent, destroy, repel or mitigate a pest and includes a plant growth regulator, plant defoliator, or plant desiccant, and a control product other than a device that is a control product under the *Pest Control Products Act*;



- (hh) **“PIN”** means personal identification number;
- (ii) **“pretreatment facility”** means one or more treatment devices, including chemical and biological processes, interceptors, strainers, filters, screens, separators, chemical recovery cartridges, electrolytic recovery units and any other pretreatment facility that the General Manager may direct that is designed to remove sufficient quantities of substances from wastewater prior to discharge into the sanitary sewer system to allow for compliance with substance restrictions or limits contained in this Bylaw;
- (jj) **“private sewage work”** means a privately-owned apparatus or system for the treatment and disposal of sewage as defined in *The Private Sewage Works Regulations*;
- (kk) **“prohibited waste”** means any waste listed in Schedule “A”;
- (ll) **“properly-shredded food waste”** means waste from the preparation, cooking and dispensing of food that has been shredded to such a degree that all particles will flow freely under conditions normally prevailing in the sanitary sewer system, with no particles greater than 12.5 millimeters in any dimension;
- (mm) **“radioactive material”** means a nuclear substance within the meaning of the *Nuclear Safety and Control Act*;
- (nn) **“restricted waste”** means any waste listed in Schedule “B”;
- (oo) **“sample point”** means a manhole, valve, tap or other similar control device or facility on equipment, a drain pipe or other similar location used for the sampling and monitoring of wastewater;
- (pp) **“sanitary service connection”** means a service connection that connects a building to the sanitary sewer system;
- (qq) **“sanitary sewer”** means a sewer for the collection and transmission of domestic and non-domestic sewage and into which storm, surface and groundwaters are not intentionally admitted;
- (rr) **“sanitary sewer system”** means any City asset or facility for the collection, transmission, treatment and disposal of domestic and non-domestic wastewater;

- (ss) **“separator”** means a device that is installed to prevent oil and grease derived from petroleum, dental amalgam and other prohibited and restricted waste from passing into the sanitary sewer system;
- (tt) **“septic tank waste”** means any waste extracted from a cesspool, septic tank, sewage holding tank or other containment for human excretion and waste;
- (uu) **“service connection”** means a service connection within the meaning of *The Cities Act*;
- (vv) **“sewage”** means a combination of the wastewater from residences, industrial, commercial and institutional buildings together with such groundwater and storm water as may be present;
- (ww) **“sewer”** means a pipe, including manholes and other appurtenances in the sanitary sewer system, but does not include a service connection;
- (xx) **“Special-Use Permit”** means a permit issued by the City to allow a person to discharge prohibited and restricted waste into the sanitary sewer system under specified conditions, and includes:
  - (i) an annual permit intended to allow the discharge of wastewater on an ongoing basis for an extended period of time in excess of one year;
  - (ii) a permit intended to allow the discharge of wastewater for a limited duration or a one-time discharge; and
  - (iii) a permit intended to allow the excessive discharge of wastewater containing treatable substances to which a surcharge is applied;
- (yy) **“spill”** means any unanticipated activity or event which may cause a discharge to exceed the prohibited or restricted substances listed in Schedules “A” and “B”;
- (zz) **“spill containment system”** means a system used to contain the accidental release of materials, primarily liquids, from their proper vessels, piping or other containers, with the goal of preventing further movement of the spilled material into the environment and the sanitary sewer system;
- (aaa) **“Standard Methods”** means the analytical and examination procedures set forth in “Standard Methods for the Examination of

Water and Waste Water” published jointly by the American Public Health Association, the American Water Works Association, the Canadian Standards Association and the Water Environment Federation;

- (bbb) **“storm water”** means water originating from rainwater, snow melt or groundwater including roof drain water and foundation drain water;
- (ccc) **“surcharge”** means a fee determined by the City in accordance with Schedule “D”, Part III;
- (ddd) **“sump pump”** means a pump used to manage exterior water runoff and facilitate basement drainage by removing water accumulated around the foundation of a building to prevent residential flooding;
- (eee) **“Total Kjeldahl Nitrogen”** or **“TKN”** means the sum of organic nitrogen, ammonia (NH<sub>3</sub>), and ammonium (NH<sub>4</sub><sup>+</sup>);
- (fff) **“trucked liquid waste”** means any waste that is collected and transported off the site on which it originated by means other than discharge to a sewer, including septic tank waste, oil and grease from interceptors and grit from interceptors;
- (ggg) **“trucked liquid waste hauler”** means a person responsible for the collection and transportation of waste from a site for discharge into the sanitary sewer system;
- (hhh) **“Trucked Liquid Waste Hauler Permit”** means a permit issued by the City to allow a trucked liquid waste hauler to collect and transport waste from a site for disposal into the sanitary sewer system via an approved disposal facility and under specified conditions;
- (iii) **“unpurchased water”** means water and wastewater which originates from a source other than that purchased from the City at a volume greater than 175 cubic feet per day;
- (jjj) **“unpurchased water discharge”** means any discharge of unpurchased water in an amount that meets or exceeds 175 cubic feet per day;
- (kkk) **“Unpurchased Water Discharge Permit”** means a permit issued by the City to allow a person to discharge unpurchased water into the sanitary sewer system under specified conditions;

- (III) **“weeping tile”** means a foundation drainage system consisting of a perforated pipe surrounded by coarse gravel located around the outer edge of the concrete footing of a basement.

### **Purposes of Bylaw**

- 3. The purposes of this Bylaw are to:
  - (a) provide for the regulation and use of the City’s sanitary sewer system;
  - (b) regulate all direct and indirect discharges to any part of the sanitary sewer;
  - (c) prevent damage to or misuse of the sanitary sewer system and its processes;
  - (d) levy sanitary sewer service charges for services provided, including setting rates, fees and charges for various types of permits and uses;
  - (e) set conditions required for connection to the sanitary sewer system;
  - (f) protect human health and safety;
  - (g) assist the City in complying with laws and regulatory instruments to which it is subject; and
  - (h) protect the environment.

### **Public Utility Service**

- 4. The works established for the collection, transmission, treatment and disposal of sewage pursuant to the provisions of the Act are a public utility.

### **Delegation of Authority**

- 5. (1) The administration and enforcement of this Bylaw is hereby delegated to the General Manager.
- (2) The General Manager is authorized to further delegate the administration and enforcement of this Bylaw to other municipal employees, including municipal inspectors.

### **Interpretation**

6. Unless otherwise stipulated, a reference to legislation, bylaw, code or standard shall mean the most recent version of the legislation, bylaw, code or standard having effect at the time at which it is applied.

## **PART II Responsibility**

### **Responsibility**

7. Unless otherwise specified, the owner or occupant of a property, including land, buildings and structures, shall be responsible for carrying out the provisions of this Bylaw and shall ensure compliance with the provisions of this Bylaw.

## **PART III Discharging into the Sanitary Sewer System**

### **DIVISION I General Prohibitions, Temporary Licences and Permits**

#### **General Prohibition**

8.
  - (1) No person shall discharge, permit or cause to be discharged into the sanitary sewer system any material except in accordance with the provisions of this Bylaw.
  - (2) No person shall be reckless or wilfully blind as to any discharge entering the sanitary sewer system.

#### **Prohibition - Prohibited Waste**

9. No person shall discharge, permit or cause to be discharged into the sanitary sewer system any prohibited waste.

#### **Prohibition - Restricted Waste**

10. No person shall discharge, permit or cause to be discharged into the sanitary sewer system any restricted waste.

### **Prohibition – Unpurchased Water Discharge**

11. No person shall discharge, permit or cause to be discharged into the sanitary sewer system any unpurchased water.

### **Prohibition - Trucked Liquid Waste Haulers**

12. No person shall transport, discharge, permit or cause to be discharged into the sanitary sewer system any trucked liquid waste.

### **Temporary Licences**

13. (1) Notwithstanding sections 8, 9, 10, 11 and 12 of this Bylaw, the City may issue a temporary licence to allow a business to temporarily operate in contravention of the Bylaw discharge limits while working towards achieving compliance.
- (2) In deciding whether to issue a temporary licence, the City will consider:
  - (a) whether the owner of the business has voluntarily been working with the City in an effort to comply with Bylaw discharge limits;
  - (b) whether the scope of work required to achieve compliance and the time line for achieving compliance with Bylaw discharge limits is satisfactory to the City;
  - (c) whether a contractor or other person to conduct work required to achieve compliance with Bylaw discharge limits has been identified or retained;
  - (d) whether applicable permits, including building and plumbing permits have been sought and approved to permit commencement of construction;
  - (e) the degree to which the required work has progressed;
  - (f) the reasons why the business failed to achieve compliance with Bylaw discharge limits;
  - (g) the amount of time required before the business will achieve compliance with Bylaw discharge limits; and

- (h) the level of risk represented by the discharge.
- (3) Application for a temporary licence shall be made to the City on such forms and accompanied by such information as the City may prescribe from time to time.
  - (4) No person shall provide false or misleading information in an application or supporting documentation submitted pursuant to subsection (3).
  - (5) The City may issue a temporary licence upon such terms and conditions as the City considers appropriate.
  - (6) Without limiting the generality of subsection (5), the City may, in any temporary licence:
    - (a) require the applicant to devise a compliance plan;
    - (b) restrict the quantity, composition, frequency and nature of the waste to be discharged;
    - (c) require the applicant to monitor any discharge through sampling and testing in the manner and frequency prescribed;
    - (d) require the applicant to keep records and provide the same for inspection by the City;
    - (e) require the applicant to install and maintain an accessible control manhole or other sample point to allow for sampling and testing;
    - (f) require the applicant to provide and maintain pretreatment facilities;
    - (g) require the applicant to provide access to municipal inspectors for the purposes of carrying out an inspection or obtaining an audit sample for testing discharges or effluent;
    - (h) require the applicant to submit a progress report to the City;
    - (i) require the applicant to indemnify the City against liability and carry insurance adequate to satisfy the indemnity; and
    - (j) provide that the temporary licence will expire on a specified date.
  - (7) Notwithstanding subsection (6), the City may impose more stringent conditions than those outlined in Part IV on holders of a temporary licence.

- (8) The City may, upon application from the holder of the temporary licence or at its discretion, amend the terms and conditions of the temporary licence.
- (9) No person, having obtained a temporary licence, shall discharge in violation of the conditions contained in the temporary licence.
- (10) No person shall assign or transfer a temporary licence.

### **Suspension or Cancellation of Temporary Licence**

- 14. (1) Without limiting any other provision of this Bylaw, after making reasonable attempts to notify the temporary licence holder, the City may suspend or cancel a temporary licence granted under this Bylaw if:
  - (a) the applicant has failed to comply with any provision of this Bylaw;
  - (b) the applicant has provided false or misleading information in the application or supporting documentation; or
  - (c) the applicant has failed to comply with any condition of a temporary licence granted under this Bylaw.
- (2) In deciding whether to suspend or cancel a temporary licence, the City will consider factors such as:
  - (a) the nature of the condition violated;
  - (b) the frequency and duration of the violation;
  - (c) the consequences of the violation; and
  - (d) the consequences to the temporary licence holder of the suspension or cancellation of the temporary licence, including consideration of whether the temporary licence is being replaced with a permit or Order under this Bylaw.
- (3) Any decision to suspend or cancel a temporary licence is in the discretion of the City.
- (4) The City has the authority to reverse the decision to suspend or cancel a temporary licence.



### **Suspension or Cancellation of Temporary Licence – No Right of Appeal**

15. There is no right of appeal with respect to:
- (a) a condition of a temporary licence;
  - (b) the suspension, period of suspension or cancellation of a temporary licence; or
  - (c) a refusal to issue a temporary licence.

### **Permits - General**

16. (1) Notwithstanding sections 8, 9, 10, 11, and 12, the City may issue a permit to allow a person to:
- (a) discharge prohibited waste into the sanitary sewer system;
  - (b) discharge restricted waste into the sanitary sewer system;
  - (c) discharge unpurchased water into the sanitary sewer system; or
  - (d) discharge trucked liquid waste into the sanitary sewer system.
- (2) The types of permits that may be issued by the City include:
- (a) Special-Use Permits;
  - (b) Unpurchased Water Discharge Permits; and
  - (c) Trucked Liquid Waste Hauler Permits.
- (3) Application for a permit shall be made to the City on such forms and accompanied by such information as the City may prescribe from time to time.
- (4) No person shall provide false or misleading information in an application submitted pursuant to subsection (3).
- (5) The City may issue a permit upon such terms and conditions as the City considers appropriate.
- (6) Without limiting the generality of subsection (5), the City may, in any permit:
- (a) require the applicant to devise a compliance plan;

- (b) restrict the quantity, composition, frequency and nature of the waste to be discharged;
  - (c) require the applicant to monitor any discharge through sampling and testing in the manner and frequency prescribed;
  - (d) require the applicant to keep records and provide the same for inspection by the City;
  - (e) require the applicant to install and maintain an accessible control manhole or other sample point to allow for sampling and testing;
  - (f) require the applicant to provide and maintain pretreatment facilities;
  - (g) require the applicant to pretreat any discharge prior to release into the sanitary sewer system;
  - (h) require the applicant, in addition to or in lieu of pretreatment facilities, to pay surcharge fees as determined by the City from time to time;
  - (i) require the applicant to provide access to municipal inspectors for the purposes of carrying out an inspection or obtaining an audit sample for testing discharges or effluent;
  - (j) require the applicant to indemnify the City against liability and carry insurance adequate to satisfy the indemnity; and
  - (k) provide that the permit will expire on a specified date.
- (7) The City may, upon application from the permit holder or at its discretion, amend the terms and conditions of the permit.
  - (8) No person, being a permit holder, shall discharge in contravention of the conditions contained in the permit.
  - (9) No person shall assign or transfer a permit.

### **Permit Fees**

- 17. (1) The City shall not issue a permit under this Bylaw until payment of the Annual Permit Fee as prescribed in Schedule "C" is received by the City.
- (2) The Annual Permit Fee for a Special-Use Permit issued for less than a 12-month period shall be prorated on a monthly basis.

- (3) Notwithstanding subsection (1), the Annual Permit Fee shall be waived for a Special-Use Permit that has a surcharge attached as a condition of the permit.
- (4) Permit fees are non-refundable. No payment of a permit fee or part thereof is refundable.

### **Permits – Suspension and Cancellation**

- 18. (1) Without limiting any other provision of this Bylaw, after making reasonable attempts to notify the permit holder, the City may suspend or cancel a permit granted under this Bylaw if:
  - (a) the applicant has failed to comply with any provision of this Bylaw;
  - (b) the applicant has provided false or misleading information in the permit application or supporting documentation; or
  - (c) the applicant has failed to comply with any condition of a permit granted under this Bylaw.
- (2) In deciding whether to suspend or cancel a permit, the City will consider factors such as:
  - (a) the type of permit;
  - (b) the nature of the condition violated;
  - (c) the frequency and duration of the violation;
  - (d) the consequences of the violation; and
  - (e) the consequences to the permit holder of the suspension or cancellation of the permit.
- (3) Any decision to suspend or cancel a permit is in the discretion of the City.
- (4) The City has the authority to reverse the decision to suspend or cancel a permit.

### **Permits – Right of Appeal**

- 19. (1) A permit holder may appeal:

- (a) a condition of a permit;
  - (b) the suspension, period of suspension or cancellation of a permit; or
  - (c) a refusal to issue or renew a permit.
- (2) Notwithstanding subsection (1), there is no right of appeal with respect to the condition to pay a surcharge or the amount of a surcharge.
- (3) The filing of an appeal does not stay the suspension, cancellation or amendment of a permit.
- (4) A permit holder shall file an appeal within seven days of the date it receives notice of the condition, the proposed suspension or cancellation of a permit or a refusal to issue or renew a permit.
- (5) Notice of an appeal shall set out the specific grounds upon which the appeal is being made, the material facts supporting each ground of the appeal and the nature of the relief requested.
- (6) An appeal of the suspension or cancellation of a permit shall be made to the Environmental Management Appeal Board, which Board is established pursuant to section 71.
- (7) The Environmental Management Appeal Board may confirm, revoke or vary:
- (a) a condition of a permit which is the basis of the appeal;
  - (b) the suspension, period of suspension or cancellation of a permit; and
  - (c) the refusal to issue or renew a permit.

### **Renewal of a Permit**

20. (1) Permits shall be renewed annually in the manner prescribed by the City.
- (2) The City shall not renew a permit under this Bylaw until payment of the Annual Permit Fee as prescribed in Schedule "C" is received by the City.

## Discharges and Spills

21. (1) No person shall discharge into the sanitary sewer system any matter in contravention of the provisions of this Bylaw.
- (2) If any matter has been discharged or spilled into the sanitary sewer system in contravention of this Bylaw, any person who:
- (a) owns or has charge, management or control of the waste being discharged;
  - (b) owns, operates or controls the facility from which the waste was discharged; or
  - (c) causes or contributes to the discharge
- shall immediately notify the City.
- (3) Any person who is obliged to notify the City under subsection (2) shall as soon as practicable, and in any case no later than five days following the discharge, provide a written report to the City specifying:
- (a) the location of the discharge or spill;
  - (b) the name and contact details for the person who reported the occurrence;
  - (c) the volume of the substance discharged;
  - (d) the nature and characteristics of the substance discharged;
  - (e) the date, time and duration of the discharge;
  - (f) the cause of the discharge; and
  - (g) the corrective actions taken or proposed to minimize, counteract, mitigate, prevent the recurrence of and remedy the effect of the discharge.
- (4) No person shall fail to report a discharge or spill in accordance with the provisions of this Bylaw.
- (5) No person shall provide a false or misleading verbal notification or report in respect of a discharge or spill.

- (6) The person responsible for the discharge or spill and any person having the charge, management and control over the responsible person shall notify Federal, Provincial or other agencies as required by applicable law, policy or regulation.
- (7) The person responsible for the discharge or spill and any person having the charge, management or control over the responsible person shall do everything reasonably possible to contain the discharge or spill, minimize, counteract, mitigate and remediate the effects of the discharge or spill and restore the affected area to its condition prior to the discharge or spill.
- (8) If the person responsible for the discharge or spill fails to adequately remedy the effects of the discharge or spill and restore the affected area to its condition prior to the discharge or spill, the City may take whatever measures are necessary to remedy the effects of the discharge or spill and restore the affected area to its condition prior to the discharge or spill.
- (9) The person responsible for the discharge or spill and any person having the charge, management or control over the responsible person shall bear any expenses incurred by the City in remedying the effects of the discharge or spill.
- (10) Costs associated with the City's actions in remedying the effects of the discharge or spill shall be an amount owing to the City.

### **Emergency**

22. (1) If any discharge or spill of sewage either creates an immediate danger to any person, or endangers or interferes with the operation of the sanitary sewer system, the City may, in addition to any action provided for in this Bylaw, disconnect, plug or seal off that discharge or take such other action as is necessary to prevent that discharge from entering the sanitary sewer system, including disconnecting the water supply.
- (2) The City may refuse access to the sanitary sewer system to a discharger who has been disconnected pursuant to subsection (1) until the City is satisfied that the sewage is suitable to enter the sanitary sewer system.

DIVISION II  
**Trucked Liquid Waste**

**Trucked Liquid Waste - Permits**

23. (1) No trucked liquid waste hauler shall dump trucked liquid waste at a City disposal facility except in accordance with the conditions of a permit.
- (2) A PIN shall be issued by the City in respect of each vehicle permitted to carry trucked liquid waste.
- (3) Permits and PINs are non-transferrable.
- (4) A trucked liquid waste hauler shall enter the PIN linked to the vehicle dumping waste prior to disposing of the load of waste at a City disposal facility.
- (5) The fees for disposal of trucked liquid waste are as set out in Schedule "D".

**Prohibition - Improper Use of PIN**

24. No person discharging trucked liquid waste shall enter a PIN that is not linked to the vehicle being used to dispose of the trucked liquid waste.

**Prohibition – Trucked Liquid Waste Disposal**

25. No trucked liquid waste hauler shall dispose of any trucked liquid waste except at a City approved disposal facility.

**Prohibition – Mixing Trucked Liquid Waste**

26. No person shall mix trucked liquid waste collected from one business with trucked liquid waste collected from any other business.

**Prohibition – Obstruction of Municipal Inspector**

27. No person shall obstruct a municipal inspector in carrying out an inspection of a vehicle used to transport trucked liquid waste or in obtaining an audit sample of the trucked liquid waste for testing.

**Records – Trucked Liquid Waste**

28. (1) Trucked liquid waste haulers shall maintain a record containing the following information:
  - (a) the date, location, description and volume of trucked liquid waste picked up and disposed of;
  - (b) the dates, description and results of any sampling, analysis or monitoring that has been conducted.
- (2) All records shall be produced upon request by the City.
- (3) No person shall falsify records as required under this section.
- (4) The record referred to in subsection (1) shall be retained for at least two years from the date of the most recent entry.

PART IV  
**Pretreatment Discharge and Monitoring**

DIVISION I  
**General**

**Pretreatment Facilities – General**

29. (1) This Part applies to all businesses or operations which require pretreatment facilities.
- (2) No person shall operate any business or operation requiring a pretreatment facility except in accordance with the provisions of this Bylaw.
- (3) No person shall fail to maintain any equipment that monitors or regulates any discharge entering the sanitary sewer system.
- (4) No person shall handle and dispose of waste collected by a pretreatment facility except in accordance with this Bylaw or the conditions of a temporary licence or a permit.
- (5) If required by this Bylaw, the owner of any business or operation shall do one or more of the following:
  - (a) prepare a compliance plan;



- (b) install, operate, monitor, inspect, clean and properly maintain, at all times, a pretreatment facility, in accordance with the manufacturer's specifications.
- (6) No person shall be reckless or wilfully blind as to the condition and maintenance of any pretreatment facility.

### **Pretreatment Facilities Required**

- 30. Pretreatment facilities are required for the following types of businesses and operations:
  - (a) businesses which generate FOG;
  - (b) businesses which generate oil and grease derived from petroleum or grit;
  - (c) dental operations.

### **Storage and Disposal of Waste – Pretreatment Facilities**

- 31. No person shall discharge, permit or cause to be discharged into the sanitary sewer, storm sewer, service connection, catch basin, street, alley or ditch, any non-domestic wastewater from a pretreatment facility.

## **DIVISION II FOG**

### **FOG Interceptors Required**

- 32. (1) The owner or operator of a business that produces FOG shall, at the expense of the owner or operator, install and maintain on the waste outlet of any fixture which discharges fat, oils and grease, a FOG interceptor.
- (2) All non-domestic wastewater from a business that produces FOG shall pass through the FOG interceptor before discharge into the sanitary sewer system.

**Prohibition – Use of Agents to Allow Waste to Pass Through a Pretreatment Facility**

33. No person shall use chemical agents, solvent-containing products, hot water or any other agent to facilitate the passage of fat, oils and grease through a FOG interceptor.

**FOG Interceptors - Installation**

34. (1) A FOG interceptor shall be installed in accordance with the *National Plumbing Code of Canada* and *The Plumbing Regulations*.
- (2) A FOG interceptor shall be installed on private property in a safe location and shall be easily accessible for inspection, cleaning and maintenance.
- (3) Notwithstanding the generality of subsection (2), a FOG interceptor:
- (a) shall be located so as to allow enough space to open the lid or cover completely and remove the baffles and screens; and
  - (b) shall not be suspended from a ceiling or located in any area that endangers the health and safety of employees, contractors engaged in maintaining or cleaning the unit or municipal inspectors performing their duties.

**FOG Interceptors – Operation, Maintenance and Cleaning**

35. (1) A FOG interceptor shall be operated and maintained in accordance with the manufacturer's guidelines and CSA B481.
- (2) A FOG interceptor shall be maintained in good working order.
- (3) FOG shall be removed from an interceptor and the interceptor shall be cleaned on a regular basis. The combined volume of food solids and FOG shall not be permitted to build up to a depth of more than 25% of the total liquid depth in the interceptor.

**FOG Interceptors – Maintenance Records**

36. Maintenance records for FOG interceptors as required by section 50 shall be kept substantially in the form provided in Schedule "E".

DIVISION III  
**Grit and Oil and Grease Derived from Petroleum**

**Grit Interceptors and Oil/Water Separators Required**

37. (1) The owner or operator of a business that:
- (a) produces grit; or
  - (b) operates from a building equipped with vehicle access doors
- shall, at the expense of the owner or operator, install and maintain on the waste outlet of any fixture which discharges grit, a grit interceptor.
- (2) The owner or operator of a business that:
- (a) produces oil and grease derived from petroleum; or
  - (b) operates from a building equipped with vehicle access doors
- shall, at the expense of the owner or operator, install and maintain on the waste outlet of any fixture which discharges oil and grease derived from petroleum, an oil/water separator.
- (3) Notwithstanding subsections (1) and (2), the owner or operator of a business that has floor drains connected to the sanitary sewer system may, at the discretion of the City, be required to install and maintain a grit interceptor and an oil/water separator.
- (4) All non-domestic wastewater from a business that requires a grit interceptor in accordance with this section shall pass through the grit interceptor before discharge into the sanitary sewer system.
- (5) All non-domestic wastewater from a business that requires an oil/water separator in accordance with this section shall pass through the oil/water separator before discharge into the sanitary sewer system.

**Grit Interceptors and Oil/Water Separators – Installation**

38. (1) Grit interceptors and oil/water separators shall be installed in accordance with the *National Plumbing Code of Canada* and *The Plumbing Regulations*.
- (2) Grit interceptors and oil/water separators shall be located to be readily and easily accessible for inspection, cleaning and maintenance.

**Grit Interceptors - Operation, Maintenance and Cleaning**

39. (1) A grit interceptor shall be operated and maintained in accordance with the manufacturer's guidelines.
- (2) A grit interceptor shall be maintained in good working order.
- (3) Sand and solids shall be removed from a grit interceptor on a regular basis. The combined volume of sand and solids shall not be permitted to build up to a depth of more than 75% of the total liquid depth in the grit interceptor.

**Oil/Water Separators – Operation, Maintenance and Cleaning**

40. (1) An oil/water separator shall be operated and maintained in accordance with the manufacturer's guidelines.
- (2) An oil/water separator shall be maintained in good working order.
- (3) Oil and grease derived from petroleum shall be removed from an oil/water separator on a regular basis. The volume of floating oil and grease derived from petroleum shall not be permitted to build up to a depth of more than 5% of the total liquid depth of the separator.

**Maintenance Records**

41. Maintenance records for grit interceptors and oil/water separators as required by section 50 shall be kept substantially in the form provided in Schedule "E".

**DIVISION IV  
Dental Amalgam****Amalgam Separator Required**

42. (1) The owner or operator of a dental operation shall, at the expense of the owner or operator, install and maintain on the waste outlet, an amalgam separator on all fixtures that may release dental amalgam.
- (2) All wastewater from a dental operation that may contain dental amalgam shall pass through the amalgam separator before discharge into the sanitary sewer system.

### **Containment of Waste**

43. The owner or operator of a dental operation shall install a spill containment system to contain spills or leaks from the amalgam separator.

### **Amalgam Separators - Installation**

44. (1) An amalgam separator which is ISO 11143 certified or exceeds ISO 11143 standards shall be installed.
- (2) An amalgam separator shall be installed in accordance with the manufacturer's guidelines.
- (3) An amalgam separator shall be located to ensure that an accidental spill, leak or collecting container failure will not result in waste containing amalgam entering the sanitary sewer system.

### **Amalgam Separators - Operation, Maintenance and Cleaning**

45. (1) An amalgam separator shall be operated and maintained in accordance with ISO 11143 and the manufacturer's guidelines.
- (2) An amalgam separator's collecting container shall be replaced when any one of the following occurs:
  - (a) the manufacturer's or supplier's recommended expiry date, as shown on the amalgam separator, has been reached;
  - (b) the warning level specified in ISO 11143 has been reached.

### **Maintenance Records**

46. Maintenance records for amalgam separators as required by section 50 shall be kept substantially in the form provided in Schedule "E".

DIVISION V  
**Sampling and Testing**

**Measurements, Testing and Sampling**

47. (1) All measurements, tests, analysis and examinations of sewage under this Bylaw shall be based on "Standard Methods".
- (2) All testing and analysis of sewage under this Bylaw shall be conducted by an authorized laboratory.
- (3) A person discharging into the sanitary sewer system shall monitor and sample sewage in accordance with the conditions of a temporary licence, permit or an Order made pursuant to section 69.
- (4) Notwithstanding subsection (3), the City may monitor any discharge into the sanitary sewer system through sampling and testing to ensure compliance with this Bylaw.
- (5) For the purpose of conducting sampling tests to ensure compliance with this Bylaw, the City may, at any reasonable time, enter any building, structure or premises.
- (6) No person shall obstruct the City or any person assisting the City in carrying out any sampling under this Bylaw.
- (7) Unless otherwise stated, if a sample is required to determine the characteristics or contents of anything to which reference is made in this Bylaw:
- (a) one sample alone is sufficient;
  - (b) such sample may be either of a grab sample, an integrated sample or a composite sample; and
  - (c) such sample may be collected manually or by an automatic sampling device.
- (8) Records of monitoring and sampling results obtained in accordance with subsection (3) shall be retained by the person discharging into the sanitary sewer system for a minimum of two years, unless otherwise provided in a temporary licence or permit.

### **Control Manholes and Sample Points**

48. (1) The owner or operator of a business with one or more service connections to the sanitary sewer system shall install and maintain at their own expense, in each connection, a control manhole that provides for safe, easy inspection and sampling of the discharge by the City at all times.
- (2) A control manhole shall be maintained in good repair.
- (3) Unless otherwise approved by the City, the control manhole shall be located on the owner's property and as close to the property line as possible.
- (4) Notwithstanding subsection (1), the City may, in its sole discretion, approve an alternative sample point where installation of a control manhole is not physically possible and the alternative sample point provides for safe, easy inspection and sampling of discharge by the City at all times.
- (5) No person shall construct a control manhole or sample point except in accordance with City standards and specifications.

## **DIVISION VI Pretreatment Facility Records**

### **Records - Pretreatment Facilities**

49. The owner or operator of a business or operation that requires a pretreatment facility in accordance with section 30 of this Bylaw shall keep a record of:
- (a) the type of pretreatment facility or manufacturer design calculations for the sizing of the pretreatment facility and drawings, including identification of the point of connection of the pretreatment facility to the sanitary sewer system;
  - (b) specification, operations and maintenance manuals including instructions for installation, use, maintenance and servicing of the pretreatment facility;
  - (c) the date of installation of the pretreatment facility and name of the installation service provider;
  - (d) the serial number and expiry date of the pretreatment facility or its components;
  - (e) the maximum flow rate capacity; and

- (f) the dates and descriptions of all operational problems, including equipment malfunction or breakdown, spills, leaks or collection failures and the remedial actions taken.

### **Records – Inspection and Maintenance – Pretreatment Facilities**

50. The owner or operator of a business or operation that requires a pretreatment facility in accordance with section 30 of this Bylaw shall keep a record of:
- (a) the dates and descriptions of inspection, maintenance and cleaning activities;
  - (b) the quantity and description of materials separated from the effluent by the pretreatment facility, including settled and floating waste;
  - (c) the name, address and telephone number of any person or company who performs any maintenance or disposal services; and
  - (d) details of any ongoing maintenance or repair.

### **Record Retention – Pretreatment Facilities**

51. (1) Operational, inspection and maintenance records shall be retained for a minimum of two years.
- (2) All other records, including equipment and installation information, shall be retained for as long as the equipment is in service.
- (3) All records shall be available for inspection by the City upon request.

## **PART V Mobile Food Trucks**

### **Records – Mobile Food Trucks**

52. (1) The owner or operator of a mobile food truck shall keep a record of the date, time, location and approximate volume for each disposal of FOG and wastewater.
- (2) Records shall be retained for a minimum of one year.



- (3) All records shall be available for inspection by the City upon request.

**PART VI**  
**General Matters Regarding Use of the Sanitary Sewer System**

**Interference with Sanitary Sewer System**

53. No person shall do any work upon, break, damage, destroy, uncover, deface or interfere in any way with the sanitary sewer system or any part thereof, without written permission of the City.

**Diluting Discharge**

54. No person shall add, cause or permit the addition of any matter to sewage for the sole purpose of dilution to achieve compliance with this Bylaw.

**Blockages of the Sanitary Sewer System**

55.
  - (1) No person shall cause any blockage of the sanitary sewer system.
  - (2) Notwithstanding subsection (1), where one sanitary service connection provides service to multiple occupants, the owner and occupants shall be individually and collectively responsible for compliance with this Bylaw.
  - (3) The owner of a property shall bear any expenses incurred by the City as a result of a blockage of the sanitary sewer system.
  - (4) Notwithstanding subsection (3), where one sanitary service connection provides service to multiple occupants, the owner and occupants shall be individually and collectively responsible for any expenses incurred by the City as a result of a blockage of the sanitary sewer system.
  - (5) Where one sanitary service connection provides service to multiple occupants, the City shall attribute the cause of any blockage of the sanitary sewer system to the most likely source unless the owner or occupant can prove otherwise.
  - (6) Any costs incurred by the City in remedying any interference with or blockage of the sanitary sewer system shall be an amount owing to the City individually and collectively by the owner and the occupants.

### **Garbage Disposal Units**

56. (1) The City may prohibit the use of a garbage disposal unit where, in the City's opinion, the discharge from a garbage disposal unit may impede the proper functioning of the sanitary sewer system.
- (2) No person shall use a garbage disposal unit if the City has prohibited such use.

### **Sump Pumps and Weeping Tile**

57. (1) No person shall connect to the building sanitary sewer new foundation drainage systems or existing systems requiring alterations or repairs, including weeping tiles and sump pumps.
- (2) Notwithstanding subsection (1), new foundation drainage systems or existing systems requiring alterations or repairs may be connected to the sanitary sewer between October 1 to March 31 in any year with prior written approval from the City.
- (3) For the purposes of determining whether to grant approval pursuant to subsection (2), the General Manager shall consider the following factors:
- (a) groundwater level;
  - (b) size of building serviced by the foundation drainage system;
  - (c) information available in a hydro-geologic assessment, or lack of such information;
  - (d) the degree of risk posed to the sanitary sewer system, including the risk of surcharge.
- (4) Written approval pursuant to subsection (2) may be:
- (a) granted on such conditions as the City, in its sole discretion, considers fit; or
  - (b) rescinded, in writing, if:
    - (i) there has been a material change to the factors considered in subsection (3); or
    - (ii) any breach of conditions pursuant to clause (4)(a) has occurred.

PART VII  
**Sanitary Sewer Service Charges**

**Domestic and Non-Domestic Users of City Water**

58. Every owner or occupant of a property which is connected to the City's water system and to the sanitary sewer system shall pay to the City a sewer service charge in accordance with Schedule "D".

**Users of Non-City Water – Unpurchased Water**

59. (1) A person using water that does not originate from the City's water system, but which enters the City's sanitary sewer system shall pay to the City a sewer service charge in accordance with Schedule "D".
- (2) The person shall install a flow meter in compliance with the City's requirements.

**Adjustment for Water not Discharged to Sanitary Sewer System**

60. (1) If a substantial portion of the water purchased by a person is not discharged to the sanitary sewer system, the person may apply to the City for an appropriate adjustment in the sewer service charge.
- (2) If an adjustment is approved, the City may periodically review and modify the rate of adjustment.
- (3) No adjustment shall be a right to a reduced sewer service charge.

**Domestic Accounts**

61. Accounts for residential sewer service charges shall be added as a separate item to the monthly water bills during the year.

**Commercial and Industrial Accounts**

62. Accounts for commercial and industrial sewer charges shall be added as a separate item to the monthly water bills during the year.

## PART VIII Private Sewage Works

### Private Sewage Works - Construction

63. (1) Where the sanitary sewer system is not accessible, the owner of a building or place shall drain sewage from the building or place into a private sewage work that complies with the provisions of this section and the requirements of *The Public Health Act, 1994* and related Provincial regulations.
- (2) No person shall construct a private sewage work without providing prior written notification to the City.
- (3) The owner of a building or place constructing a private sewage work shall provide to the City, upon its request:
- (a) the plans and specifications for the proposed private sewage work; and
  - (b) the location of the proposed private sewage work.
- (4) The City shall not be liable for the failure of any private sewage work.

### Maintaining Private Sewage Works

64. The owner of a private sewage work shall, at the expense of the owner, operate and maintain the private sewage work in a sanitary condition.

### Septic Tanks

65. (1) No person shall connect a septic tank to the sanitary sewer system without prior written approval from the City.
- (2) No person shall permit any sludge or deposit contained in any septic tank to enter into the sanitary sewer system.

### Connecting to the Sanitary Sewer System

66. (1) The owner shall connect or cause a building served by a private sewage work to be connected to the sanitary sewer system within 60 days, or such

other time approved by the City, from the time when the sanitary sewer system becomes accessible to the building.

- (2) Connections made pursuant to subsection (1) shall be made at the expense of the owner, and in accordance with this Bylaw and any other pertinent requirements of the City and *The Public Health Act, 1994* and related Provincial regulations.
- (3) Any septic tanks, cesspools and similar private sewage work shall thereafter be removed or cleaned of sludge and decommissioned.

## PART IX

### **Inspections, Compliance and Enforcement Procedures**

#### **Inspections**

67. (1) The City is authorized to inspect property to determine if there is compliance with this Bylaw.
- (2) Inspections under this Bylaw shall be carried out in accordance with section 324 of the Act.
- (3) No person shall obstruct the City in conducting an inspection under this section, or any person who is assisting the City.

#### **Notices**

68. (1) If the City finds that a person is contravening this Bylaw, the City may issue a Stop Work Notice, requiring the owner or occupant of the property to immediately cease contravening the Bylaw until any conditions prescribed in the Notice are, in the opinion of the City, fulfilled.
- (2) If the City finds that a person is contravening this Bylaw, the City may issue a Temporary Licence Discontinuance Notice or a Permit Discontinuance Notice in accordance with sections 14 or 18 to the holder of the temporary licence or permit that the City intends to suspend or cancel such temporary licence or permit.
- (3) If the City finds that a person is contravening this Bylaw, the City may issue a Utility Discontinuance Notice to the owner or occupant of a property that the City intends on disconnecting access to a public utility as defined in the Act.

### **Order to Remedy Contraventions**

69. (1) If the City finds that a person is contravening this Bylaw, the City may, by written Order, require the owner or occupant of the property to which the contravention relates to remedy the contravention.
- (2) Without limiting the generality of subsection (1), the Order may:
- (a) direct a person to stop doing anything or to change the way in which the person is doing a thing;
  - (b) direct a person to take any action or measures necessary to remedy the contravention of the Bylaw and, if necessary, to prevent a re-occurrence of the contravention, including requiring the owner of the land, building or structure to:
    - (i) prepare and implement a compliance plan and schedule approved by the City;
    - (ii) install pretreatment facilities and equipment;
    - (iii) install monitoring and recording equipment approved by the City; or
    - (iv) supply the results of any monitoring and testing to the City;
  - (c) state the time within which the person must comply with the directions; and
  - (d) state that if the person does not comply with the directions within a specific time, the City may take whatever action or measure set out in the directions, at the expense of the person or at the City's expense as the case may be.
- (3) Orders given under this Bylaw shall comply with section 328 of the Act.
- (4) Orders given under this Bylaw shall be served in accordance with section 347 of the Act.

### **Registration of Notice of Order**

70. If an Order is issued pursuant to section 69, the City may, in accordance with section 328 of the Act, give notice of the existence of the Order by registering an interest against the title to the land that is the subject of the Order.

### **Appeal of Order to Remedy**

71. (1) A person may appeal an Order to Remedy made pursuant to section 69 in accordance with section 329 of the Act.
- (2) Appeals shall be made initially to the Environmental Management Appeal Board, which Board is hereby established.
- (3) The Board shall consist of five members appointed by Council. A quorum shall consist of three members.
- (4) A person may appeal an Order to Remedy by filing a Notice of Appeal with the Environmental Management Appeal Board in accordance with section 329 of the Act, and by serving a copy of the Notice on the City. The Notice of Appeal shall state the grounds for the appeal.

### **City Remedying Contraventions**

72. The City may, in accordance with section 330 of the Act, take whatever actions or measures are necessary to remedy a contravention of this Bylaw.

### **Discontinuance and Removal of a Public Utility**

73. (1) Upon providing reasonable notice as described in section 68, the City may, in accordance with section 23 of the Act, discontinue providing a public utility service and remove the system or works of the public utility used to provide the service.
- (2) The City may enter any land or building for the purposes set out in subsection (1).

### **Emergencies**

74. In the event that it becomes an emergency to remedy a contravention of this Bylaw, the City may take whatever actions or measures are necessary to eliminate the emergency in accordance with the provisions of section 331 of the Act.

### **City's Right to Recover Costs for Damage/Remedial Action**

75. (1) When any person, in failing to abide by the provisions of this Bylaw, causes damage to or interferes with the sanitary sewer system, such person shall be liable to the City for all costs incurred by the City in making repairs or taking remedial action.
- (2) The costs associated with making repairs or taking remedial action shall be an amount owing to the City.

### **Civil Action to Recover Costs**

76. Notwithstanding any other remedy provided for in this Bylaw, the City may, in accordance with section 332 of the Act, collect any unpaid sewer service charges, expenses and costs incurred in remedying a contravention of this Bylaw by civil action for debt in a court of competent jurisdiction.

### **Adding Amounts to Tax Roll**

77. The City may, in accordance with section 333 of the Act, add the following amounts to the tax roll of a parcel of land:
  - (a) any unpaid expenses and costs incurred by the City in remedying a contravention of this Bylaw to the taxes on the property on which the work was done;
  - (b) any unpaid costs relating to service connections of a public utility that are owing by the owner of the parcel of land;
  - (c) any unpaid sewer service charges for a utility service provided to the parcel by a public utility that are owing by the owner of the parcel of land;
  - (d) any unpaid costs incurred by the City in eliminating an emergency to the tax roll of any parcel of land for which the person is the assessed person.



PART X  
**Offences and Penalties**

**General Penalty**

78. (1) No person shall:
- (a) fail to comply with an Order made under this Bylaw;
  - (b) obstruct or hinder the City acting under the authority of this Bylaw; or
  - (c) fail to comply with any other provision of this Bylaw.
- (2) Except where a penalty is specifically provided for in this Bylaw, every person who contravenes any provision of this Bylaw is guilty of an offence and liable on summary conviction:
- (a) in the case of an individual, to a fine of not more than \$10,000 or imprisonment for not more than one year, or both;
  - (b) in the case of a corporation, to a fine of not more than \$25,000 or imprisonment of the directors of the corporation for not more than one year, or both; and
  - (c) in the case of a continuing offence, to a maximum daily fine of not more than \$2,500 for each day during which the offence continues.
- (3) A conviction for failing to comply with an Order does not relieve the person convicted from complying with the Order, and the convicting judge or justice of the peace may, in addition to any fine imposed, order the person to do any act or work, within a specified time, to comply with the Order with respect to which the person was convicted.
- (4) The court may, in default of payment of a fine imposed under this Bylaw, order imprisonment of an individual for a term not exceeding one year.

**Restitution**

79. (1) In addition to any fine or sentence of imprisonment imposed for an offence under this Bylaw, the convicting judge or justice of the peace shall, at the request of the Crown, also order the imposition of a penalty relating to a fee, cost, rate, toll or charge that is associated with the conduct giving rise to the offence.

- (2) The convicting judge or justice of the peace shall impose the penalty in a reasonable amount that reflects the costs incurred by the City as a result of the conduct giving rise to the offence.

## PART XI Miscellaneous

### **Liens for Public Utility Service**

80. (1) All sewer service charges, rates and costs imposed on the owner of the land or building to which public utility service is supplied pursuant to this Bylaw are a lien on the land and building.
- (2) The lien mentioned in subsection (1):
  - (a) has priority over all other liens or charges except those of the Crown;
  - (b) is a charge on the goods and chattels of the debtor; and
  - (c) may be levied and collected in the same manner as taxes are recoverable.
- (3) All sewer service charges, rates and costs imposed on any person to whom a public utility service is supplied and who is not the owner of the land or building are a debt due by the person and are a lien on the person's goods and chattels and may be collected with costs by distress.

### **Compliance with Other Laws**

81. Nothing in this Bylaw relieves a person from complying with any other law, including any public health legislation, any environmental protection legislation or any other bylaw of the City.

### **More Restrictive Provisions Prevail**

82. Where there is a conflict between the provisions of this Bylaw and the provisions of any other legislation, regulation or bylaw, the more restrictive provisions prevail.



## Schedule "A"

### Prohibited Waste

- (a) Any paunch manure, pigs' hooves or toenails, bones, hog bristles, hides or parts of hides, animal or fish fat or flesh, horse, cattle, sheep or swine manure, poultry entrails, heads, feet, feather and eggshells, fleshings and hair resulting from tanning operations;
- (b) Any water or waste containing a toxic or poisonous substance, or a waste which, when combined with another waste may cause toxic or poisonous substances to be liberated;
- (c) Any water having two or more separate liquid layers;
- (d) Any noxious or malodorous substance capable of creating a public nuisance;
- (e) Ashes, cinders, sand, stone or any other solid or viscous substance which may impair the operations and maintenance of the sanitary sewer system;
- (f) Biomedical waste, pathological waste and waste pharmaceuticals;
- (g) Food waste other than properly-shredded food waste discharged from a residential garbage disposal unit, unless otherwise approved in writing by the City;
- (h) Gasoline, benzene, naphtha, fuel oil or other ignitable, flammable or explosive matter;
- (i) Trucked liquid waste without a permit;
- (j) Liquid or vapour having a temperature greater than 65 degrees Celsius not resulting from a residential domestic appliance;
- (k) Matter with corrosive or hazardous properties capable of damaging structures, equipment, treatment process or people;
- (l) PCBs (polychlorinated biphenyls);
- (m) Pesticides including insecticides, herbicides and fungicides;
- (n) Radioactive material - except within such limits as are permitted by licence issued by the Canadian Nuclear Safety Commission;
- (o) Solid matter larger than 12.5 mm in any dimension;

- (p) Water or waste having a pH lower than 5.5 or higher than 9.5;
- (q) Storm water and groundwater, except as exempted under section 57, and unpurchased water; and
- (r) Water or waste containing dyes or colouring materials that discolour effluent, with the exception of dyes used by the City for testing purposes.

## Schedule "B"

### Restricted Waste

All concentrations are total – ie. dissolved plus undissolved substances.

#### 1. Conventional Substances

Substance	Limits – mg/L
BOD	300
COD	600
Nitrogen, Total Kjeldahl (TKN)	100
FOG	100
Oil and Grease – derived from petroleum	15
Phosphorous, Total	10
Total Suspended Solids	300

#### 2. Inorganic Substances

Substance	Limits – mg/L
Aluminum, Total	50.0
Antimony, Total	5.0
Arsenic, Total	1.0
Boron, Total	5.0
Cadmium, Total	0.7
Chromium, Total	4.0
Cobalt, Total	5.0
Copper, Total	2.0
Cyanide	1.2
Iron, Total	10.0
Lead, Total	0.7
Manganese, Total	5.0
Mercury, Total	0.01
Molybdenum, Total	5.0
Nickel, Total	2.0

<b>Substance</b>	<b>Limits – mg/L</b>
Selenium, Total	1.0
Silver, Total	1.0
Sulphate	1500.0
Sulphide	1.0
Tin, Total	5.0
Titanium, Total	5.0
Thallium, Total	1.0
Vanadium, Total	5.0
Zinc, Total	2.0

### 3. Organic Substances

<b>Substance</b>	<b>Limits – mg/L</b>
Benzene	0.5
Chloroform	0.05
1,2-Dichlorobenzene	0.1
1,4-Dichlorobenzene	0.1
Ethylbenzene	0.5
Methylene Chloride (dichloromethane)	0.09
Nonylphenols	0.02
Nonylphenol Ethoxylates	0.2
Phenols, Total	0.1
Polycyclic Aromatic Hydrocarbons (PAH)	0.05
1,1,2,2-Tetrachloroethane	0.06
Tetrachloroethylene (PERC)	0.06
Toluene	0.5
Trichloroethylene	0.054
Xylenes, Total	0.5

## Schedule "C"

### Permit Fees

#### Annual Permit Fee

(a) Special-Use Permit .....\$1,500.00

\*The Annual Permit Fee shall be prorated on a monthly basis for Special-Use Permits issued for less than a 12-month period.

\*The Annual Permit Fee shall be waived for Special-Use Permits which require the payment of a surcharge as a condition of the permit.

(b) Trucked Liquid Waste Hauler Permit .....\$0.00

(c) Unpurchased Water Discharge Permit.....\$500.00



## Schedule "D"

### Sanitary Sewer Service Charges

#### PART I

#### Residential Property (i.e. four dwelling units or less)

##### Service Charges (per month, per meter)

Meter Size	2017	2018	2019
5/8" .....	\$ 9.48	\$ 10.00	\$ 11.89
3/4" .....	14.22	15.00	17.84
1" .....	28.44	30.00	35.67
1 1/2" .....	56.88	60.00	71.34
2" .....	94.80	100.00	118.90

##### Volumetric Charges (per 100 cubic feet)

	2017	2018	2019
First 600 cubic feet per month .....	\$ 1.970	\$ 2.476	\$ 2.213
Next 600 cubic feet per month.....	2.193	2.757	2.464
All in excess of 1,200 cubic feet per month ..	2.887	3.630	3.244

**Minimum Monthly Charge** ..... service charges per meter per month

#### PART II

#### Multi-Unit Residential Property (i.e. more than four dwelling units)

- A. Where the ratio of dwelling units to meters is less than or equal to four, the following rate shall apply:

##### Service Charges (per month, per meter)

Meter Size	2017	2018	2019
5/8" .....	\$ 9.48	\$ 10.00	\$ 11.89
3/4" .....	14.22	15.00	17.84
1" .....	28.44	30.00	35.67
1 1/2" .....	56.88	60.00	71.34
2" .....	94.80	100.00	118.90

**Volumetric Charges** (per 100 cubic feet)

	<b>2017</b>	<b>2018</b>	<b>2019</b>
First 600 cubic feet per month .....	\$ 1.970	\$ 2.476	\$ 2.213
Next 600 cubic feet per month.....	2.193	2.757	2.464
All in excess of 1,200 cubic feet per month ..	2.887	3.630	3.244

**Minimum Monthly Charge** ..... service charges per meter per month

**Irrigation Metered Service**

Individually metered condominiums with separately metered irrigation services shall pay the residential volumetric and infrastructure charges per meter for the irrigation service as follows:

**Volumetric Charges** (per 100 cubic feet)

	<b>2017</b>	<b>2018</b>	<b>2019</b>
Constant unit charge.....	\$ 2.193	\$ 2.757	\$ 2.464

There shall be no service charge per meter charged from the irrigation meters.

B. Where the ratio of dwelling units to meters is greater than four, the following rate shall apply:

**Service Charges** (per month, per meter)

<b>Meter Size</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
5/8" .....	\$ 24.68	\$ 26.03	\$ 30.97
3/4" .....	37.02	39.05	46.46
1" .....	74.04	78.09	92.91
1 1/2" .....	148.08	156.18	185.82
2" .....	246.80	260.30	309.70
3" .....	567.64	598.69	712.31
4" .....	1,011.88	1,067.23	1,269.77
6" .....	2,270.56	2,394.76	2,849.24
8" .....	4,047.52	4,268.92	5,079.08
10" .....	6,318.08	6,663.68	7,928.32

**Volumetric Charges** (per 100 cubic feet)

	<b>2017</b>	<b>2018</b>	<b>2019</b>
Constant unit charge.....	\$ 2.538	\$ 3.193	\$ 2.851

**PART III  
Commercial and Industrial Property**

**Service Charges** (per month, per meter)

<b>Meter Size</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
5/8" .....	\$ 24.68	\$ 26.03	\$ 30.97
3/4" .....	37.02	39.05	46.46
1" .....	74.04	78.09	92.91
1 1/2" .....	148.08	156.18	185.82
2" .....	246.80	260.30	309.70
3" .....	567.64	598.69	712.31
4" .....	1,011.88	1,067.23	1,269.77
6" .....	2,270.56	2,394.76	2,849.24
8" .....	4,047.52	4,268.92	5,079.08
10" .....	6,318.08	6,663.68	7,928.32

**Volumetric Charges** (per 100 cubic feet)

	<b>2017</b>	<b>2018</b>	<b>2019</b>
Constant unit charge.....	\$ 2.538	\$ 3.193	\$ 2.851

**Surcharges**

Industrial and commercial users shall pay, in addition to the volumetric charge, a monthly charge for sewer service calculated in accordance with the following formula:

$$\begin{aligned}
 \mathbf{2017} \quad R &= 21.6 \frac{(X)}{300} + 23.0 \frac{(Y)}{300} + 22.5 \frac{(Z)}{100} + 22.1 \frac{(P)}{10} \\
 \mathbf{2018} \quad R &= 22.1 \frac{(X)}{300} + 23.6 \frac{(Y)}{300} + 23.0 \frac{(Z)}{100} + 22.6 \frac{(P)}{10} \\
 \mathbf{2019} \quad R &= 22.6 \frac{(X)}{300} + 24.2 \frac{(Y)}{300} + 23.6 \frac{(Z)}{100} + 23.1 \frac{(P)}{10}
 \end{aligned}$$

Where:

- R = the monthly surcharge for sewer service expressed in cents per 100 cu. ft. of water;
- X means the BOD concentration in the sewage effluent in excess of 300 parts per million. If the BOD concentration is equal to or less than 300 parts per million, X shall be deemed to be zero.

- Y means the Total Suspended Solids concentration in the sewage effluent in excess of 300 parts per million. If the Total Suspended Solids concentration is equal to or less than 300 parts per million, Y shall be deemed to be zero.
- Z means the Grease concentration in the sewage effluent in excess of 100 parts per million. If the Grease concentration is equal to or less than 100 parts per million, Z shall be deemed to be zero.
- P means the Phosphorous concentration in the sewage effluent in excess of 10 parts per million. If the Phosphorous concentration is equal to or less than 10 parts per million, P shall be deemed to be zero.

The values for X, Y, Z and P in the formula shall be based on the average strength of sewage discharged by the property concerned as determined by tests conducted by the City.

Notwithstanding the foregoing, no monthly charge for commercial and industrial consumers shall be less than the service charge per meter per month.

**PART IV  
Trucked Liquid Waste**

The following charges shall be applicable to all users delivering liquid waste directly to the City's sewage treatment facilities:

	<b>2017</b>	<b>2018</b>	<b>2019</b>
Industrial, Commercial and Septic Waste (per 1,000 gallons).....	\$ 60.84	\$ 63.58	\$ 66.44
Liquid Waste Containing Grit (per 1,000 gallons).....	95.00	95.00	95.00







**BYLAW NO. 9467****The Waste Amendment Bylaw, 2017**

The Council of The City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Waste Amendment Bylaw, 2017*.

**Purpose**

2. The purpose of this Bylaw is to amend *The Waste Bylaw, 2004* to remove provisions respecting liquid waste that are now addressed in *The Sewer Use Bylaw, 2017*.

**Bylaw No. 8310 Amended**

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

**Section 3 Amended**

4. Section 3 is amended by:
  - (a) repealing clause 3(i.1); and
  - (b) repealing clause 3(m.1).

**Section 57 Amended**

5. Clause 57(2)(b) is repealed.

**Section 71 Amended**

6. Section 71 is amended by striking out "Waste Management Appeal Board":
  - (a) in subsection (1); and



- (b) in subsection (3)
- and in each case substituting “Environmental Management Appeal Board”.

**Schedule “C” Amended**

- 7. **“Special Waste”** is amended by:
  - (a) repealing “(d) Liquid Waste Containing Grit; and”;
  - (b) adding “and” after “Wire;”; and
  - (c) striking out “(e)” and substituting “(d)”.

**Coming into Force**

- 8. This Bylaw comes into force on the 1<sup>st</sup> day of January, 2018.

Read a first time this	day of	, 2017.
Read a second time this	day of	, 2017.
Read a third time and passed this	day of	, 2017.

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Mayor

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City Clerk

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# **Report to City Council from Election Disclosure Complaints Officer Regarding Complaints Lodged Following the 2016 City of Saskatoon Municipal Election**

## **Background**

In accordance with Bylaw 8491, being "*The Campaign Disclosure and Spending Limits Bylaw, 2006*" (Bylaw), I am currently serving as the Election Disclosure Complaints Officer, having been appointed to that position on July 21, 2010.

My education includes a Bachelor of Arts from the University of Manitoba, a Master of Business Administration from the University of Western Ontario, and a Master of Arts and PhD from Duke University. I was awarded an Earned Doctor of Letters by the University of Saskatchewan in 2005. I am the author and editor of ten books and numerous articles and chapters in books on electoral systems, representation, elections, redistricting, and leadership selection. I joined the University of Saskatchewan faculty in 1965, and retired as Professor Emeritus in 2004. Currently, I am the Senior Policy Fellow at the Johnson-Shoyama Graduate School of Public Policy at the University of Saskatchewan.

For the purpose of this investigation, I have benefited from the services of Mr. Neil Robertson, QC, of Regina. Mr. Robertson is a specialist in municipal law, and, under authority of Bylaw 8491, Subsection 15 (2), he provided advice for this investigation.

Clauses 20 (1) (b) and (c) of Bylaw 8491 provide the Election Disclosure Complaints Officer with discretion over whether "the complaint is frivolous, vexatious, trivial or is made in bad faith" or whether "the circumstances of the complaint do not warrant investigation". This discretion is reasonably exercised to avoid inconveniencing people and expending public resources in futile investigations where it is clear the complaint cannot be sustained. In exercising this discretion, the Officer should accept the complaint at face value (unless clearly unbelievable), even though any allegations on which it is based may later turn out to be unfounded or incorrect.

I have chosen to accept the complaints at face value and to investigate them for final disposition.

According to Subsection 19 (3) of Bylaw 8491 "the decision of the Election Disclosure Complaints Officer shall be final".

## **Introduction**

This report is the first for the City of Saskatoon under Bylaw 8491, so it is reasonable to expect that it will establish a precedent for the future. This precedent will not bind future

Election Disclosure Complaints Officers, but nonetheless how the issues are addressed and reported to City Council, the candidates, and the complainants, will likely have application beyond this particular instance.

I should make it clear that it is my opinion that Bylaw 8491 (Section 21) provides *minimum*, rather than maximum, direction and content requirements. City Council, the general public, and future candidates would be better served by my going beyond a mere statement of the number of complaints, their general nature, and the disposition of those complaints (which is the *minimum* contemplated by Section 21 of Bylaw 8491), to provide an explanation in the context of these complaints of the Bylaw and my reasoned interpretation and application of the relevant provisions of the alleged contraventions.

## Report

The purpose of this report is to comply with the requirements of Bylaw 8491, being *The Campaign Disclosure and Spending Limits Bylaw, 2006*.

This Bylaw sets limits on spending for elections to City Council, requires disclosure of campaign contributions and expenses, and establishes campaign spending limits. The Bylaw provides for appointment of an Election Disclosure Complaints Officer to investigate complaints of false, misleading or incomplete disclosure of election contributions or expenses.

Section 21 of the Bylaw requires the Election Disclosure Complaints Officer “upon completion of the investigation of all complaints arising out of a general election or by-election” to “submit a report to Council setting out:

- a) the number of complaints received;
- b) the general nature of the complaints received; and
- c) the disposition or resolution of the complaints.”

### a) Number of Complaints:

The City Clerk provided me with three separate complaints. Each complaint named a different Mayoral candidate in the 26 October 2016 civic election.

### b) General Nature of Complaints:

- The complaint against Don Atchison related to an expression of support or endorsement by Mike Babcock.
- The complaint against Charlie Clark related to an expression of support, in the form of a video endorsement, by Zach Galifianakis.
- The complaint against Kelley Moore related to an expression of support, in the form of a video endorsement by Sara Wheelwright, as well as alleged support provided by Prairie Wild Consulting in the form of “undeclared equipment use and services”.

### c) Disposition of Complaints:

Following investigation of the complaints, which included contacting each of the subjects of the complaints and receiving answers to my questions, I concluded that the

complaints should be dismissed. Written decisions on each of the complaints have been provided to the complainant(s) and the candidate/subject of complaint, with copies to the City Clerk.

### **General Observations**

One common aspect to the three complaints was the premise that a public expression of support, or endorsement, by a person with potential influence is required to be reported as a campaign contribution. Since this issue may arise again at some future point, I will provide a brief explanation as to why I found that such endorsements do not constitute a campaign contribution as defined by Bylaw 8491.

A basic premise of a successful democracy is that citizens become engaged in elections. That presupposes discussions of issues and candidates by an active citizenry and, understandably, attempts by some individuals and groups to persuade family, friends, colleagues, and others, to support a particular candidate.

Citizens who take an interest in the future of their community at some point decide which candidate to support in an election. In so doing they often communicate their support for that candidate in an effort to persuade other citizens to vote for the recommended candidate. Voluntary communications of support (*regardless of the medium of communication*) from *any* individual may take many forms and are within the scope of the fundamental freedom of expression protected by Section 2 (b) of the *Canadian Charter of Rights and Freedoms*. While not central to my analysis, it would be surprising if City Council intended that endorsements by one individual of another would be subject to the Bylaw.

Clause 2 (a) of the Bylaw provides the following definition of “campaign contribution”:

“campaign contribution” means any money paid, or any donation in kind provided, to or for the benefit of a candidate during the election contribution period for the purpose of financing an election campaign, including revenue raised from a fundraising event by the sale of tickets or otherwise, but does not include volunteer labour or services.

This definition is tied to something of monetary value – money or something with ascertainable and equivalent value. It includes “donation in kind provided ... for the benefit of a candidate during the election contribution period for the purpose of financing an election campaign”, but specifically excludes “volunteer labour or services”. The donation in kind then must satisfy the following four elements:

1. donation of monetary value;
2. provided to or for the benefit of a candidate;
3. during the election campaign contribution period; and
4. for the purpose of financing an election campaign.

A public expression of support for a candidate or endorsement does not meet the first part of the definition of a “campaign contribution” because it is not a “donation” of

monetary value. Further, expressions of support or endorsements are provided to encourage other people to vote for the recommended candidate, not “for the purpose of financing an election campaign”. Even if a monetary value could be attributed, the exclusion for “volunteer ... services” would likely then apply, assuming an endorsement could be considered as “labour or services”.

A distinction may be drawn between the personal endorsement and the cost of producing commercials featuring the endorsement, which may have monetary value. In the case of the complaint against Kelley Moore, I was satisfied that any contribution of this kind by Sara Wheelwright, or her company, was properly disclosed, as was any contribution in the form of use of equipment or services by Prairie Wild Consulting or its principals.

### **Decision**

Based on responses I received from the three candidates, my own review of the details and information contained in each of the complaints, and having viewed various videos and internet postings, I am satisfied that the endorsements referenced in the complaints had neither real nor potentially attributable monetary value. I am also satisfied that all in kind contributions for equipment or services were properly disclosed and that no violation of the election disclosure rules of Bylaw 8491 had taken place. The complaints are dismissed.

**Respectfully submitted by:**

**Professor John Courtney  
Election Disclosure Complaints Officer  
For the City of Saskatoon**