REVISED AGENDA
REGULAR BUSINESS MEETING OF CITY COUNCIL

Monday, August 28, 2017
1:00 p.m.
Council Chamber, City Hall

Pages

1. NATIONAL ANTHEM AND CALL TO ORDER

2. CONFIRMATION OF AGENDA *18 - 30*

Recommendation
1. That the following letters be added to item 6.1 Municipal Heritage Property Designation - Third Avenue United Church:

- John Orr, dated August 24, 2017, requesting deferral of the matter;
- Maggie Schwab, Municipal Heritage Advisory Committee, dated August 24, 2017, advising will be present in the gallery to address questions;
- Peggy Sarjeant, Saskatoon Heritage Society, dated August 27 and 28, 2017; requesting to speak (2 letters);

2. That the letter from Doug Porteous, CEO, Meewasin Valley Authority, dated August 25, 2017, requesting to speak, be added to item 8.2.2 Meewasin Valley Authority Financial Statements;

3. That the following letters be added to item 8.3.5 Storm Water Utility Business Plan:

- Dallas Wuschke, dated August 25, 2017, requesting to speak;
- Laura Swerhone, dated August 27, 2017, requesting to speak;

- Andrea and Nathan Ziegler, dated August 27, 2017, requesting to speak;
- Shannon Gartner, dated August 24, 2017, submitting comments

4. That the letter from Michelle Fergusson, Vice President, Social Portfolio for the Edwards Business Students' Society, dated August 24, 2017, requesting that representation from the LB5Q Planning Committee speak to the matter be added to item 8.3.8;

5. That the report of the City Solicitor dated August 28, 2017 - Governance Review - Controlled Corporations and Statutory Boards - Performance Evaluation Criteria, be added to item 9.5.1.1;

6. That Item 9.7.1 be brought forward and considered with Item 8.1.8; and

7. That the agenda be confirmed as amended.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

Recommendation
That the minutes of Regular Business Meeting of City Council held on July 26, 2017 be adopted.

5. PUBLIC ACKNOWLEDGMENTS

6. UNFINISHED BUSINESS

6.1 Municipal Heritage Property Designation – Third Avenue United Church – 304 3rd Avenue North – Bylaw No. 9413 [File No. CK. 710-60] 31 - 41

At the Public Hearing meeting held on January 23, 2017, City Council resolved:

1. That permission be granted to introduce Bylaw No. 9413 and give same its first reading;
2. That the submitted report and correspondence be received;
3. That the hearing be closed;
4. That the heritage designation at 304 – 3rd Avenue North be referred to the Municipal Heritage Review Board to be reviewed pursuant to Sections 14 and 15 of *The Heritage Property Act.*

With respect to the above, attached is a communication dated August 15, 2017 from the Secretary, Review and Appeals Committee, Saskatchewan Heritage Foundation, providing the

Committee's recommendation for the referenced property as per Section 15 of *The Heritage Property Act*. The Review and Appeals Committee strongly recommends that the City of Saskatoon designate Third Avenue United Church a municipal heritage property. Further, if City Council proceeds with designation, the Review and Appeals Committee recommends that:

1. The City of Saskatoon revisit and further define the character defining elements, particularly as they relate to the massing, symmetry and orientation and whether the acoustics of the building need to be included.
2. Once the elements are further defined, the City of Saskatoon should discuss the character defining elements with the owner and agree on what elements should be retained particularly whether there is a need to include massing, symmetry and orientation.

Also attached:

- Public Resolution Excerpt from the Minutes of the Public Hearing meeting of City Council held on January 23, 2017
- Notice of Objection from John Orr dated January 20, 2017 (referenced in the excerpt)
- Bylaw No. 9413, *The Third Avenue United Church Heritage Designation Bylaw, 2017* (First reading January 23, 2017)

The report of the Saskatchewan Heritage Review and Appeals Committee is non-binding. As provided in Section 16 of The Heritage Property Act, on consideration of the report, City Council may:

1. pass the bylaw notwithstanding the objection: or
2. consent to the objection and withdraw or modify the proposed bylaw.

Recommendation

1. That the information be received; and
2. That City Council provide direction with respect to the Municipal Property Heritage designation of Third Avenue United Church, 304 - 3rd Avenue North.

7. QUESTION PERIOD

8. CONSENT AGENDA

Recommendation

That the Committee recommendations contained in Items 8.1.1 to 8.1.11; 8.2.1 to 8.2.7; 8.3.1 to 8.3.8; 8.4.1 to 8.4.2 and 8.5.1 to 8.5.2 be adopted as one motion.

8.1 Standing Policy Committee on Planning, Development & Community Services

8.1.1 Inquiry – Former Councillor Lorje (April 25, 2017) – Richard St. Barbe Baker Afforestation Area [File No. CK. 4000-1 and PL. 4131-39-1] 42 - 47

Recommendation

That the information be received.

8.1.2 Neighbourhood Level Infill Development Strategy – Review of Regulations for Primary Dwellings [File No. CK. 4350-63 and PL. 1702-9-14] 48 - 59

Recommendation

1. That the report of the General Manager, Community Services dated May 29, 2017 be received as information; and

2. That the Administration report back to the Standing Policy Committee on Planning, Development and Community Services with the list of items that were forwarded to the Province requesting amendments to *The Planning and Development Act, 2007.*

8.1.3 Naming Requests – 'Barnsley' AND Naming Advisory Committee Report – Second Quarter 2017 [File No. CK. 6310-1] 60 - 108

Recommendation

That the information be received.

8.1.4 Application for Funding Under the Heritage Conservation Program – Arrand Block (520 – 524 11th Street East) [File No. CK. 710-36 and PL.907-1] 109 - 116

Recommendation

1. That funding be approved, to a maximum of $9,953.34 (amortized over three years), through the Heritage Conservation Program for the repair and restoration of the columns at 520 11th Street East to 524 11th Street East;

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.

8.1.5 **Application for Funding Under the Heritage Conservation Program – Tupper House (518 11th Street East) [File No. CK. 710-67 and PL. 907-1]** 117 - 123

Recommendation

1. That funding be approved, to a maximum of $10,000 (amortized over three years), through the Heritage Conservation Program for the structural work at 518 11th Street East;

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 requested to remit payment of the grant following completion of the project.

8.1.6 **Community Support (Officer) Program – Alternate Office Location [File No. CK. 5400-1 and PL. 5400-186]** 124 - 127

Recommendation

That the information be received.

8.1.7 **PotashCorp of Saskatchewan Inc. Contribution and Naming Rights Agreement [File No. CK. 4205-9 and RS. 4206-KI-12]** 128 - 132

Recommendation

1. That the key terms of the Contribution and Naming Rights Agreement between the City of Saskatoon and PotashCorp of Saskatchewan Inc. be approved as noted in the August 14, 2017 report of the General Manager, Community Services; and

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

8.1.8 **City Entrance Signs [File No. CK. 6280-1 and PL. 40005-6]** 133 - 138

Item 9.7.1 is a complementary report to be considered with this

matter.

Recommendation

1. That the remaining four City Entrance Signs, proposed to be created as per the Highway Entrance Features Concept Plan, not be constructed;

2. That $374,229.74 be returned to the Reserve for Capital Expenditures; and

3. That funding continue to be provided to maintain the existing City Entrance Signs.

8.1.9 **Innovative Housing Incentives – Mortgage Flexibilities Support Program – Proposed Amendment to the Innovative Residential Investment Inc. 2017 Bundled Project [File No. CK. 750-4 and PL. 951-140]** 139 - 143

Recommendation

1. That an additional site, located at the corner of Lewin Way and Lewin Crescent (address to be assigned), be added to the Innovative Residential Investment Inc. bundled project under the City of Saskatoon's Mortgage Flexibilities Support Program; and

2. That the City Solicitor be requested to prepare the necessary incentive and tax sponsorship agreements, and that His Worship the Mayor and the City Clerk be authorized to execute these agreements under the Corporate Seal.

8.1.10 **Award of Contract – Transit Villages Concept Plans Request for Proposals [File No. CK. 4350-66 and PL. 4110-78-2]** 144 - 154

Administration to provide a presentation.

Recommendation

1. That the award of contract for the provision of planning services to complete the Transit Villages Concept Plans planning and design services to Dialog, in partnership with Watt Consulting Group and Colliers International, for a total contract amount not to exceed $350,000, including taxes and disbursements, be approved; and

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

8.1.11 Market Sounding Results for a Downtown Grocery Store [File No. CK. 4130-1 and PL. 4130-22-10] 155 - 173

Recommendation
That the Administration be directed to review Vacant Lot and Adaptive Reuse Incentive Program Policy No. C09-035 for potential options to further incentivize residential development, and grocery store locations in the identified food deserts including the city centre.

8.2 Standing Policy Committee on Finance

8.2.1 Annual Disclosure Report - Saskatoon Centennial Auditorium and Convention Center [File No. CK. 175-28] 174 - 180

Recommendation
That the information be received.

8.2.2 Meewasin Valley Authority Financial Statements - March 31, 2017 [File No. CK. 1870-10] 181 - 198

Recommendation
That the information be received.

8.2.3 Saskatoon Land – Internal Audit [File No. CK. 1600-24, AF. 1600-1 and LA. 1600-8] 199 - 291

Recommendation
1. That the Administration further explore what opportunities and options could exist for the City of Saskatoon to create a Municipal Land Development Corporation including the possibility of including infill development;
2. That a report be provided to the Standing Policy Committee on Finance no later than December 31, 2017 on any appropriate recommendations for a potential new governance model for land development by the City of Saskatoon;
3. That the Administration implement the auditor's recommendations and bring an update in one year with a progress report;
4. That the Administration adhere to approved policy in the administration of Saskatoon Land, and bring forth recommendations for policy changes when necessary; and
5. That the Administration develop a communications strategy

to make the findings of the audit available to stakeholders in online format and as presentation to stakeholders upon request to be in as plain language as possible.

8.2.4 **Award of Request for Proposals – Report Guidelines [File No. CK. 1000-1 and AF. 1000-1]** 292 - 293

Recommendation
That the information be received.

8.2.5 **Incentive Application – Brandt Properties Ltd. [File No. CK. 3500-13 and AF. 3500-1]** 294 - 299

Recommendation
1. That the application from Brandt Properties Ltd. for a five-year tax abatement of 100% of taxes at 819, 827 and 859 59th Street East and 826 and 858 58th Street East, as a result of its purchase in 2017, be approved; and

2. That the City Solicitor be instructed to prepare the appropriate agreements.

8.2.6 **Request to Tender and Award Billboard Locations for Licence along Circle Drive South and Inquiry – Former Councillor P. Lorje (May 5, 2014) – Billboards along Circle Drive and Other High-Speed Roadways [File No. CK. 4225-1 and AF. 4225-1]** 300 - 305

Recommendation
1. That the Administration be authorized to tender four billboard locations for licence along Circle Drive in the Southwest Industrial area, as outlined in the August 14, 2017 report of the CFO/General Manager, Asset and Financial Management Department; and

2. That upon closing of the tender, the City Solicitor be requested to prepare the appropriate licence agreements, and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

8.2.7 **Building Better Fleet: An Asset Management Plan for Fleet Services [File No. CK. 1390-1, x1295-1, x1815-1, AF. 1295-002, x 1390-1]** 306 - 321

Recommendation
1. That the Asset Management Plan for Fleet Services be received as information;

2. That the Civic Vehicles and Equipment Asset

Disposition/Acquisition Reserve be eliminated;

3. That the Civic Vehicles and Equipment Stabilization Reserve be amended as outlined in the August 14, 2017 report of the CFO/General Manager, Asset and Financial Management; and

4. That the City Solicitor be requested to amend The Capital Reserve Bylaw No. 6774.

8.3 Standing Policy Committee on Environment, Utilities & Corporate Services

8.3.1 Request to Exceed in Excess of 25% of Contract No. 16-0053, Fletcher Road Sewer Upgrades [File No. CK. 7820-1 and TS. 7820-1] 322 - 325

Recommendation

That the Administration be given approval for Contract No. 16-0053, Fletcher Road Sewer Upgrades to exceed 25% of the contract value.

8.3.2 Recovery Park – Request for Proposals for Scale House Design and Construction Management [File No. CK. 7830-4-2 and CP. 7838-005] 326 - 329

Recommendation

That a Request for Proposals be issued for specialized design services for the scale house and occupied buildings associated with Recovery Park.

8.3.3 Compost Sale Strategy [File No. CK. 7830-5, x1720-1 and PW. 7832-2] 330 - 334

Recommendation

1. That a pilot program for providing small quantities of compost to residents at no charge, be approved; and

2. That a rate of $15 per cubic yard be approved for bulk purchases of materials from the compost depots, including finished compost, mulch, topsoil and fire logs.

8.3.4 Organic Opportunities [File No. CK. 7830-1 and CP. 7838-010] 335 - 353

Recommendation

That Administration continue research and program development on an organics program for the Residential, Industrial, Commercial, and Institutional sectors.

8.3.5 Storm Water Utility Business Plan [File No. CK. 7560-1 and TS. 7820-1] 354 - 417

A letter requesting to speak from Jennifer Kerr, dated August 18, 2017 is provided.

Recommendation

1. That the Storm Water Utility focus resources on maintenance and preservation of existing storm water assets;
2. That $3 million be maintained in the Storm Water Utility's capital reserve to protect strategic public infrastructure from damage caused by riverbank slumping and other emergency storm water repairs;
3. That the Equivalent Runoff Unit used for Storm Water Management charges be increased by $13.50 annually from 2019 to 2022, and utilized for projects to maintain and preserve storm water infrastructure;
4. That the temporary Flood Protection Program be extended and phased out by $13.50 annually from 2019 to 2022;
5. That the Administration report prior to 2018 budget consideration on the impact of increase to the ERU to generate funds for flood mitigation;
6. That the City identify this situation as a further request for Federal Funding;
7. That the Administration report on a funding and infrastructure strategy to systematically deal with the top risk priority areas.
8. That the Administration report back outlining possible incentives to residential and/or commercial/industrial property owners to promote demonstrated onsite storm water management not only for new development/infill development, but for retrofit with possible emphasis on established and flood-prone areas.

8.3.6 Hydropower Project – Memorandum of Understanding with the Saskatoon Tribal Council [File No. CK. 2300-1 and SLP. 2000-10-6] 418 - 422

Recommendation

1. That the City Solicitor prepare a Memorandum of Understanding with the Saskatoon Tribal Council in

accordance with the general terms set out in the report of the A/General Manager, Corporate Performance Department dated August 15, 2017, for the purpose of studying the financial feasibility of a hydropower project at the Saskatoon weir; and

2. That His Worship the Mayor and the City Clerk be authorized to execute the Memorandum of Understanding under the Corporate Seal.

8.3.7 Waste Utility Design Options [File No. CK. 7830-1 and CP. 7542-006] 423 - 455

Recommendation

1. That the Administration continue to develop a program to expand the Waste Services Utility to include variable-pricing options; and

2. That the Administration engage citizens and stakeholders on variable-pricing options based on the information presented in this report, and report back in the first quarter of 2018 with a proposed design and timeline for implementation for a utility model.

8.3.8 Noise Bylaw Extension – LB5Q, September 11, 2017, 7:00 p.m. to 2:00 a.m., Prairieland Park [File No. CK. 185-9] 456 - 458

Recommendation

That the Noise Bylaw Extension for LB5Q to be held September 11, 2017, be approved from 7:00 p.m. to 11:00 p.m., subject to administrative conditions.

8.4 Standing Policy Committee Transportation

8.4.1 Residential Parking Permit Program Update [File No. CK. 6120-4-2 and PL. 6120-1] 459 - 463

Recommendation

That the report of the General Manager, Community Services Department, dated August 14, 2017, be received as information.

8.4.2 Snow and Ice Management Service Level [File No. CK. 116-2, x 6290-1, PW. 6290-1 and CP. 0116-04] 464 - 474

Recommendation

1. That the current service level for the Snow and Ice Management service line be maintained and supported;

2. That Option 2 as outlined in Attachment 2 of the report of the A/General Manager, Transportation & Utilities Department be recommended to the 2018 Preliminary Budget and Business Plan deliberations; and

3. That the Administration report on phasing in Option 5 on reducing corporate costs related to snow management facilities for the 2018 Preliminary Budget and Business Plan deliberations.

8.5 Governance and Priorities Committee

8.5.1 Appointment – Municipal Planning Commission [File No. CK. 175-16] 475 - 476

Recommendation
That Mr. Darryl Bazylak, Greater Saskatoon Public Schools, be appointed to the Municipal Planning Commission effective August 31, 2017.

8.5.2 Appointment of City Employees to Civic Boards, Commissions and Committees [File No. CK. 225-1 x 175-1] 477 - 483

Recommendation
That that the Administration be instructed to insert a provision in the new Employee Code of Conduct and Conflict of Interest Policy prohibiting City employees from being appointed to civic boards, commissions and committees outside of their duties as City employees.

9. REPORTS FROM COMMITTEES AND ADMINISTRATION

9.1 Standing Policy Committee on Planning, Development And Community Services

9.1.1 Additional Development at Prairieland Park [File No. CK. 4225-3 and PL. 4225-2] 484 - 547

Recommendation
1. That the additional development at Prairieland Park, as set out under Item 1 of the concept plan outlined on page 2 of

the May 29, 2017 report of the General Manager, Community Services, be approved; and

2. That the Administration provide a report on what the equivalent of property tax would be specifically for the Sports on Tap component of the Prairieland Park and enter into discussions with Prairieland Park, Saskatoon Regional Economic Development Authority, and Tourism Saskatoon about options, any granting opportunities, and other relevant information regarding the role this plays in economic development.

9.2 Standing Policy Committee on Finance

9.2.1 Funding to Third Party Organizations [File No. CK. 1870-1, x 1700-0 and AF. 1870-1] 548 - 550

Recommendation
That the direction of City Council issue.

9.3 Standing Policy Committee on Environment, Utilities And Corporate Services

9.4 Standing Policy Committee on Transportation

9.4.1 Neighbourhood Traffic Management – Vertical Traffic Calming Devices Pilot Project [File No. CK. 6320-1 and TS. 6320-1] 551 - 554

Recommendation
That the report of the A/General Manager, Transportation & Utilities Department dated August 15, 2017, be received as information.

9.5 Governance and Priorities Committee

9.5.1 Governance Review - Advisory Committees, Controlled Corporations, Business Improvement Districts, Agencies & Commissions - Interim Board Member Recruitment Strategy [File No. CK. 225-1 x 175-1] 555 - 566

Recommendation
1. That City Council approve implementation of the interim recruitment strategy as outlined in Attachment #1 to the report of the Leadership Team Governance Subcommittee dated August 21, 2017 for the 2018 City of Saskatoon Controlled Corporation and Statutory Board citizen appointments; and

2. That the Leadership Team Governance Subcommittee

provide any further or additional Board member recruitment and retention recommendations to the Governance and Priorities Committee as part of its further review.

9.5.1.1 Governance Review – Controlled Corporations and Statutory Boards – Performance Evaluation Criteria [File No. CK. 225-1 x 175-1] *567 - 568*

Recommendation

That City Council approve the performance evaluation criteria identified in this report as part of the proposed recruitment process for 2018 citizen reappointments to City of Saskatoon Controlled Corporations and Statutory Boards.

9.5.2 2018 Business Plan and Budget Update – 30 Day Challenge [File No. CK. 1704-1] 569 - 649

Recommendation

1. That the idea “Removal of Dedicated Snow & Ice Levy” be received as information;
2. That the Administration report back to the Standing Policy Committee on Finance regarding the Amusement Tax;
3. That the idea “Implementation of a Secondary Suite Fee” be received as information;
4. That the Administration report to the Standing Policy Committee on Planning, Development and Community Services regarding decreased watering of parks/green space;
5. That the Administration report on temporary reduction to the annual allocation to RCE for 2018 Budget deliberations;
6. That the Administration report on the discontinuation of printing and mailing the collection calendar for 2018 Budget deliberations;
7. That the idea “Bi-weekly garbage collection” be received as information and referred to the discussion around waste as a utility;
8. That the Administration report to the Standing Policy Committee on Finance regarding additional billboards on City rights-of-way;
9. That the idea “Waste as a Utility” be received as

information;

10. That the letter dated August 15, 2017 from Keith Moen, Executive Director of the NSBA be referred to the Administration for further analysis and dialogue with the NSBA, following up with implementation where applicable.

9.6 Asset & Financial Management Department

9.6.1 2016 Annual Report – Shaping Our Financial Future [File No. CK. 430-72 and AF. 430-1] 650 - 777

Recommendation
That the information be received.

9.7 Community Services Department

9.7.1 City Entrance Signs [File No. CK. 6280-1 and PL. 4005-6] 778 - 782

This matter is to be considered with Item 8.1.8.

Recommendation
That this report be received and considered along with the forthcoming report of the Standing Policy Committee on Planning, Development and Community Services, and that the following recommendations be approved:

1. That $70,000 be retained in Capital Project No. 1508 – City Entrance Signs to implement the design and installation of up to four additional signs;

2. That the balance of the capital project funds be returned to the Reserve for Capital Expenditures; and

3. That $1,000 be added to the proposed 2018 operating budget for annual maintenance.

9.8 Corporate Performance Department

9.8.1 Award of Request for Proposals - Environmental Engagement Planning & Support Services [File No. CK. 7830-4-2 and CP. 7542 - 006] 783 - 786

Recommendation
1. That the proposal submitted by Lura Consulting for “as needed” environmental engagement planning and support services up to an upset limit of $75,000 be accepted; and

2. That the City Solicitor be requested to prepare the

appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

9.8.2 **Award of Environmental Consulting Services – Corridor Growth Plan - Brownfield Renewal Strategy [File No. CK. 7550-1 and CP. 7556-008]** 787 - 791

Recommendation

1. That the proposal submitted by Dillon Consulting for environmental consulting services to complete the Corridor Growth Program – Brownfield Renewal Strategy, at a total estimated cost of $150,000 (including taxes and disbursements) be accepted; and,
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

9.8.3 **Saskatoon Strides - 2016 Report on Service, Savings and Sustainability [File No. CK 430-75 and CP. 0430-007]** 792 - 835

Recommendation

That the report of the Acting General Manager, Corporate Performance Department dated August 21, 2017, be received as information.

9.9 **Transportation & Utilities Department**

9.10 **Office of the City Clerk**

9.11 **Office of the City Solicitor**

9.11.1 **Proposed Amendments to Bylaw No. 7531, The SaskatoonBoard of Police Commissioners Bylaw - Proposed Bylaw 9460 [File No. CK. 175-23]** 836 - 838

Recommendation

That permission be granted to introduce Bylaw No. 9460, *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2017*, and give same its FIRST reading.

Recommendation

That Bylaw No. 9460 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9460 read a third

time at this meeting.

Recommendation
That Bylaw No. 9460 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

9.11.2 Provincial Disaster Assistance Program [File No. CK 7560-1] 839

Recommendation
That The City of Saskatoon apply to the Ministry of Government Relations of the Province of Saskatchewan to be designated as an Eligible Assistance Area under the Provincial Disaster Assistance Program as a result of damages caused by excessive rain which occurred on August 8, 2017.

9.12 Other Reports

10. INQUIRIES

11. MOTIONS (NOTICE PREVIOUSLY GIVEN)

12. GIVING NOTICE

13. URGENT BUSINESS

14. IN CAMERA SESSION (OPTIONAL)

15. ADJOURNMENT

Thompson, Holly (Clerks)

Subject: FW: Notice - Regular Business Meeting of City Council - Third Avenue United Church Heritage Designation

From: John Orr [mailto:johnorrsk@yahoo.ca]
Sent: Thursday, August 24, 2017 12:44 PM
To: Thompson, Holly (Clerks) <Holly.Thompson@Saskatoon.ca>; Sproule, Joanne (Clerks) <Joanne.Sproule@Saskatoon.ca>
Subject: Re: Notice - Regular Business Meeting of City Council - Third Avenue United Church Heritage Designation

I will be out of town next week returning on the 4th of September and so altho I would like to speak to this i will be unable to unless it is adjourned or deferred to a later date.

if this is possible it would be appreciated as I believe that advancing down this path without hearing any alternatives is not in the best interest of the building.

John Orr P.Eng.
306-716-4777

710-60

From: City Council
Sent: Thursday, August 24, 2017 8:49 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Thursday, August 24, 2017 - 08:49
Submitted by anonymous user: 216.174.137.78
Submitted values are:

Date: Thursday, August 24, 2017
To: His Worship the Mayor and Members of City Council
First Name: Maggie
Last Name: Schwab
Address: 531 Beckett Crescent
City: Saskatoon
Province: Saskatchewan
Postal Code: S7N 4X3
Email: maggiejschwab@gmail.com
Comments:
To: Mayor and Council,
I will be in attendance at the August 28th regular council meeting to address any questions that may arise out of the Third Avenue United Church agenda item. On behalf of the Municipal Heritage Advisory Committee, I do not feel the need to present to Council on this item a second time, but I will be there in case any questions arise.

The results of this submission may be viewed at:
https://www.saskatoon.ca/node/398/submission/191380

710-60

From: City Council
Sent: Sunday, August 27, 2017 10:55 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

RECEIVED
AUG 2 8 2017
CITY CLERK'S OFFICE
SASKATOON

Submitted on Sunday, August 27, 2017 - 22:55
Submitted by anonymous user: 207.195.120.220
Submitted values are:

Date: Sunday, August 27, 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:
I would like to request to address Council regarding the submission made on behalf of the Saskatoon Heritage Society concerning the designation of 3rd Avenue United Church.
Thank you,

Peggy Sarjeant

The results of this submission may be viewed at:
https://www.saskatoon.ca/node/398/submission/191839

710-60

From: City Council
Sent: Sunday, August 27, 2017 10:20 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

RECEIVED
AUG 2 8 2017
CITY CLERK'S OFFICE
SASKATOON

Submitted on Sunday, August 27, 2017 - 22:20
Submitted by anonymous user: 207.195.120.220
Submitted values are:

Date: Sunday, August 27, 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:
Presentation to City Council concerning proposed Municipal Heritage Property designation of Third Avenue United Church
Submitted by Peggy Sarjeant on behalf of the Saskatoon Heritage Society
August 28 2017

Your Worship and Members of Council,
The Saskatoon Heritage Society has received a copy of the Report from the Saskatchewan Heritage Foundation Review and Appeals Committee concerning Third Avenue United Church.

We are very pleased that the Committee is in agreement with the heritage assessment of Third Avenue United provided by the City. In fact, all interested parties are in agreement as to the heritage value of the church – the Province, the City, the heritage community and the owners.

The Review and Appeals Committee has made several suggestions regarding additional elements which contribute to the heritage value of the building. They are all welcome suggestions; however, we believe that they are implicitly covered by the text of the proposed City Bylaw. Their request for inclusion of "massing, symmetry and orientation" in the listing of character-defining elements will be satisfied by the designation of the exterior of the building. Similarly, the suggestion of including the acoustics in the designation – something which we certainly appreciate - would be covered to a large extent by the inclusion of the designation of the hammer-beam rafters. We see little reason, therefore, to amend the existing text of the Bylaw.

The Review and Appeals Committee strongly recommends designation of the church in order to ensure that what is important about the building is preserved. They are adamant that designation should occur prior to any re-development or sale, thus providing clear direction throughout any change of ownership.

Without designation, Third Avenue United Church remains at risk. Most of us will have seen a recently published rendering of a proposed development on this site. We might wish to question if such a proposal celebrates the church and respects its heritage value. As things now stand, however, these are questions that we cannot really ask.

If we value Third Avenue United for its history, its architecture, its cultural associations and its landmark value in downtown, then we need to do something about it. The Zoning Bylaw is not designed to address those issues. The only way to protect those elements is to designate the church as municipal heritage property.

The Province's Review and Appeals Committee strongly recommends designation; City administration recommends designation; the heritage community urges designation.
Please pass the Bylaw before you today
Peggy Sarjeant
President, Saskatoon Heritage Society

The results of this submission may be viewed at:
https://www.saskatoon.ca/node/398/submission/191836

1870-10

From: City Council
Sent: Friday, August 25, 2017 4:49 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

RECEIVED
AUG 2 8 2017
CITY CLERK'S OFFICE
SASKATOON

Submitted on Friday, August 25, 2017 - 16:49
Submitted by anonymous user: 142.165.131.160
Submitted values are:

Date: Friday, August 25, 2017
To: His Worship the Mayor and Members of City Council
First Name: Doug
Last Name: Porteous
Address: 117 Sturgeon Drive
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 4C3
Email: dporteous@meewasin.com
Comments:
As Interim Chief Executive Officer, I would like to speak to City Council re: Meewasin Valley Authority Financial Statements - March 31, 2017 (File No. CK. 1870-10) - My address will be similiar to the following. - Thank you. - Doug Porteous

Good Afternoon – Your Worship Mayor Clark and members of City Council, I am Doug Porteous Interim Chief Executive Officer at the Meewasin Valley Authority. You have received Meewasin's Financial Statements for the fiscal year April 1, 2016 – March 31, 2017. You will receive the Annual Report for that period of time in two weeks, in order to see how Meewasin has allocated your funds. In the meantime, I provide you with a handout. And at some time in the future, I shalll come back to Council to provide the complete annual report.

When you review these financial statements, it appears Meewasin finances look healthy. What I want to advise is that may not be the case in the future.

By all measures, the Meewasin Valley Project first envisioned by Master Planner Raymond Moriyama has been a tremendous success when you see what we have now in the 67 sq km of the Meewasin Valley - the parks and trails and amenities; but it is a project that has continued to be fraught with concern. A long term decline in funding from our three participating parties (the City of Saskatoon, Government of Saskatchewan and University of Saskatchewan), reached a critical point and led to a decision to close the Meewasin Valley Interpretive Centre on July 1, 2016.

March 22, 2017, a reduction of $409,000 to Meewasin from the Government of Saskatchewan, and another $34,000 from the University of Saskatchewan, coupled with an amendment to the Meewasin Valley Authority Act (1979), removing the statutory funding requirements of the Government, and the University to fund Meewasin, resulted in Meewasin' most difficult budget in 38 years.

May 5, 2017, the Meewasin Board received a budget containing a 17% reduction in statutory funding for this fiscal year of April 1, 2017 – March 31, 2018. Looking ahead to this coming April 1, 2018, without any guarantee of funding from the Government of Saskatchewan or University of Saskatchewan, Meewasin could be put in a position to further reduce programs and services, possibly by over 60%.

Without a sustainable source of predictable funding, the concept of Meewasin that has been internationally recognized for its work in the Meewasin Valley for close to four decades, for showing great leadership in how a river valley can be conserved for now and for future generations, is threatened.

At this time, representatives from the three participating parties are working together to determine a plan for long term sustainable predictable funding. They are in the process of identifying the services that the three parties receive from Meewasin, and they are putting a proposal together to fund them.

What does the Meewasin Valley mean to the City of Saskatoon? The leveraging of money has been extensive. In the past 38 years, for every dollar that the city tax payer paid for Meewasin to develop parks and trails and amenities, the return has been 5 times. In other words of $100 million that Meewasin has spent in park and trail development in the past 38 years, less than $20 m has come from the local tax payer.

When you ask residents what is the number one attraction in Saskatoon, it is the Meewasin Valley. When you survey residents and ask if they like the Meewasin Valley concept and want it to continue, 90% say yes. When you read real estate ads for houses, they read 3 blocks from the Meewasin Valley. When recruiting and retaining employees, the Meewasin Valley is a major selling point. Every tourist magazine or brochure in Saskatoon and area features the Meewasin Valley. Every outdoor commercial features the Meewasin Valley. Most major events are in the Meewasin Valley. New citizens to Saskatoon say that the river valley was the appeal to have them decide on Saskatoon. Attracting conventions and business to Saskatoon, the Meewasin Valley has played a major role.

In 2004 Meewasin said to the Government of Sask. give us $4m and we shall raise another $10m to develop River Landing I. When that was complete, the City of Saskatoon said keep going and the city will fund River Landing II. The condos at River Landing sold out in four days. Credited for the sale was Saskatoon's riverbank development; a development that will help bring more people to live downtown, more ears and eyes to make it safer, a greater tax base, and eventually enough of a population for a grocery store.

And when you look at what is being done by Meewasin outside of City limits, on Crown Land, the rural access canoe launches, Beaver Creek Conservation Area where our young citizenry develop the conservation ethic for when they become our future decision makers, politicians, and city councilors and MLAs, Leisureland - one day to become a natural area with trails and amenities; the Meewasin Trail connecting the Great Trail, the work Meewasin is doing in biodiversity, in giving the public a say in river valley development, eradicating invasive species; all of it leading to a healthier lifestyle for all ages which statistically should lower the costs of health care.

Years ago, the people of Saskatoon and area wanted a conserved river valley. They wanted it developed for free public access. They wanted a say in how it was developed. And they wanted to educate people about it, so that they would never become complacent. Well, I think over the years, we have become complacent, all of us; not nurturing, conserving, understanding and protecting the tremendous value of this resource.

I believe that 38 years into the Moriyama 100 Year plan, the people of Saskatoon and area still want a conserved river valley. They still want it developed for free public access. They still want a say in how it is developed. And they still want to educate people about it.

As you receive these financial statements, and in a couple of weeks the follow-up Annual Report, those representing the City on the Meewasin Board, and those working to keep Meewasin vital in your citizenry, need your help. Thank you.

The results of this submission may be viewed at:
https://www.saskatoon.ca/node/398/submission/191668

7560-1

From: City Council
Sent: Friday, August 25, 2017 12:47 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

RECEIVED
AUG 25 2017
CITY CLERK'S OFFICE
SASKATOON

Submitted on Friday, August 25, 2017 - 12:47
Submitted by anonymous user: 71.17.240.169
Submitted values are:

Date: Friday, August 25, 2017
To: His Worship the Mayor and Members of City Council
First Name: dallas
Last Name: wuschke
Address: 2533 william ave.
City: saskatoon
Province: Saskatchewan
Postal Code: s7j1b2
Email: dallasdw1@gmail.com
Comments:
Good day. My name is Dallas Wuschke. I live at 2533 William ave. in Avalon in Saskatoon.
It is my understanding That we can address city council on Mon. Aug 28 2017 about the flooding issues in my neighbourhood. I would like to speak before city council at this meeting.
I would like to discuss the sept 26 2014 surface flooding control strategy meeting, its presentation and promises.
Also as I am a tradesman working in the mining industry dealing with the challenges of dewatering, present a few ideas on that plus neighbourhood revitalization.
I love my house, I love my neighbourhood, and would love to save both.
Sincerely Dallas Wuschke

The results of this submission may be viewed at:
https://www.saskatoon.ca/node/398/submission/191626

7560-1

From: City Council
Sent: Sunday, August 27, 2017 6:39 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

RECEIVED
AUG 2 8 2017
CITY CLERK'S OFFICE
SASKATOON

Submitted on Sunday, August 27, 2017 - 18:39
Submitted by anonymous user: 96.125.247.162
Submitted values are:

Date: Sunday, August 27, 2017
To: His Worship the Mayor and Members of City Council
First Name: Laura
Last Name: Swerhone
Address: 2510 Munroe Ave S
City: Saskatoon
Province: Saskatchewan
Postal Code: S7J 1S9
Email: swerhonel@gmail.com
Comments:
Hello,

I am requesting to speak at the city council meeting tomorrow, August 28th, at 1 pm in regards to the agenda item 8.3.5 -Storm Water Utility Business Plan. My house is one that was ruined in the rain on August 8th and I would like to share my story.

Thank you,

Laura Swerhone

The results of this submission may be viewed at:
https://www.saskatoon.ca/node/398/submission/191809

7560-1

From: City Council
Sent: Sunday, August 27, 2017 9:16 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

RECEIVED
AUG 2 8 2017
CITY CLERK'S OFFICE
SASKATOON

Submitted on Sunday, August 27, 2017 - 21:16
Submitted by anonymous user: 71.17.232.180
Submitted values are:

Date: Sunday, August 27, 2017
To: His Worship the Mayor and Members of City Council
First Name: Andrea & Nathan
Last Name: Ziegler
Address: 2502 Munroe Avenue S
City: Saskatoon
Province: Saskatchewan
Postal Code: S7J 1S9
Email: andrea.ziegler@me.com
Comments: We are homeowners in the Adelaide Churchill area affected by the non-draining storm sewers and the subsequent flooding. We addressed the EU & CS Committee regarding the Stormwater Report and would like to address council on the same issue, on Monday, August 28, 2017, agenda item #8.3.5. Thank you.

The results of this submission may be viewed at:
https://www.saskatoon.ca/node/398/submission/191828

7560-1

From: City Council
Sent: Thursday, August 24, 2017 1:45 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

RECEIVED
AUG 24 2017
CITY CLERK'S OFFICE
SASKATOON

Submitted on Thursday, August 24, 2017 - 13:45
Submitted by anonymous user: 64.110.199.129
Submitted values are:

Date: Thursday, August 24, 2017
To: His Worship the Mayor and Members of City Council
First Name: Shannon
Last Name: Gartner
Address: 2431 Dufferin Ave
City: Saskatoon
Province: Saskatchewan
Postal Code: S7J 1C3
Email: pjgartner@sasktel.net
Comments:
What is the city going to do about the flooding at Bute Street and Dufferin Avenue?

I live at 2431 Dufferin Ave- on the corner of Bute Street and Dufferin Ave. This intersection fills with water every time it storms. We are the low spot on the street, so not only do we have to deal with the rain from the sky, we have do deal with water coming out of the drains into the street. The water gets to high it surrounds our entire house. The water gets to high it is 6 inches up the backdoor. On July 10th, the storm caused the sewer to back up. Our insurance company now requires up to install a sump pump. How will this help when the entire house is surrounded by water? Where will the water go? On August 8th, the street flooded again; again our house was complete surrounded by water. 7 years ago the city had a meeting at Aden Bowman and presented 5 options to the neighborhood. Nothing was done. Nothing came about other than residence being let with the feeling that because it was expensive to fix, the city did not care. We have lived in our house for almost 30 years and the issue keeps getting worse.

We are let feeling anxious every time the forecast calls for rain. We can't go on vacation in the summer, because it might rain and flood our basement. We would like answers from the city. Are you finally going to do something about this issue? Should we bother fixing our basement and yard? How can we "flood proof" our home when it is completely surrounded by water?

We have hundreds of pictures and videos of the flooding and the damage it has caused. We welcome anyone to view these pictures and visit our house to see the damage this constant flooding has caused.

Thank you,
Shannon Gartner

The results of this submission may be viewed at:

185-9

From: City Council
Sent: Thursday, August 24, 2017 2:33 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

RECEIVED
AUG 24 2017
CITY CLERK'S OFFICE
SASKATOON

Submitted on Thursday, August 24, 2017 - 14:32
Submitted by anonymous user: 108.174.161.66
Submitted values are:

Date: Thursday, August 24, 2017
To: His Worship the Mayor and Members of City Council
First Name: Michelle
Last Name: Fergusson
Address: #203-410 Main street
City: Saskatoon
Province: Saskatchewan
Postal Code: S7N0B8
Email: michelle.fergusson@usask.ca
Comments:
My name is Michelle Fergusson and I am the Vice President of the Social Portfolio for the Edwards Business Students' Society. On behalf of the Edwards Business Students' Society I would like to request a noise bylaw extension for the night of September 11th, 2017.
LB5Q is a one-night event meant to celebrate the kick off to a new and successful academic year at the University of Saskatchewan. The last two years LB5Q has been held in the Exhibition Grounds at Prairieland Park. Both years, the Edwards Business Students Society, Prairieland Park, and entertainers have ensured that the noise level does not exceed the decibel requested by the City of Saskatoon for after the hours of 11 pm. The past two years attendees of the LB5Q have cause zero property damage to the business and homes in the surrounding area. The Edwards Business Student's Society and Prairieland Park have followed safety precautions to ensure that LB5Q is not only a memorable night but that it is also safe for all those who attend, last year our on-site ambulance did not have to leave the premises for any emergencies.
LB5Q is not only a successful event, but it is one loved by students at the U of S. It would be greatly appreciated to be granted the noise bylaw extension once again. If we are given the noise extension, we will continue to follow the decibel set by the city and ensure all safety precautions are enforced.
We hope that the LB5Q Planning Committee can attend and speak to the Saskatoon City Council to discuss the Noise Bylaw Extension on their meeting of Monday, August 28th. Wee look forward to hearing back.

Kind Regards,

Michelle Fergusson
VP Social | Edwards Business Students' Society

The results of this submission may be viewed at:
https://www.saskatoon.ca/node/398/submission/191481

710-60

RECEIVED
AUG 21 2017
CITY CLERK'S OFFICE
SASKATOON

Saskatchewan Heritage Foundation

Review and Appeals Committee
2nd Floor, 3211 Albert Street
Regina, Canada S4S 5W6
Phone: 306-787-8519
Fax: 306-787-0069

August 15, 2017

Joanne Sproule
222 3rd Avenue North
SASKATOON SK S7K 0J5

Dear Ms. Sproule:

I am writing to provide you a copy of the recommendation by the Review and Appeals Committee for the Third Avenue United Church in the City of Saskatoon as per Section 15 of *The Heritage Property Act*.

If the City requires further clarification on the report, please contact myself at the coordinates above.

Sincerely,

Gareth Evans

Gareth Evans
Secretary, Review and Appeals Committee

Attachment

Government of Saskatchewan

Saskatchewan Heritage Foundation
Review and Appeals Committee
1st Floor, 3211 Albert Street
Regina, Saskatchewan S4S 5W6

Third Avenue United Church, Saskatoon, Saskatchewan Municipal Heritage Property Review



Report prepared by the Saskatchewan Heritage Foundation Review and Appeals Committee

August 2017

Background

On December 9, 2016 the City of Saskatoon issued a Notice of Intention (NOI) to Designate Third Avenue United Church, located at 304-3rd Avenue North in Saskatoon, Saskatchewan, as a Municipal Heritage Property. On January 20, 2017, John Orr formally served the City of Saskatoon with an objection to the NOI in accordance with s.13 of the *Heritage Property Act*. City Council referred the matter to the Saskatchewan Heritage Foundation Review and Appeals Committee for their recommendation.

A public hearing was held on July 18, 2017 at 103-308 4th Avenue in Saskatoon, Saskatchewan. The Review and Appeals Committee received five written submissions and heard verbal testimony from the proponent, the objector and several additional presenters.

Authority and Scope of Decision Making

The Saskatchewan Heritage Foundation Review and Appeals Committee has authority under Section 5.1(f) of the *Heritage Property Act* to "review public objections to proposed heritage designations…by convening public hearings and reporting on its findings and recommendations," following the process outlined in Sections 14 and 15. When making a recommendation for or against heritage designation the Review and Appeals Committee considers the property's architectural, historical, cultural, environmental, archaeological, paleontological, aesthetic and scientific value. The Review and Appeals Committee recommendations are non-binding.

Proponent

The proponent's written submission and oral testimony presented support for designating Third Avenue United Church as a municipal heritage property. The case for designation drew from the Statement of Significance written by the City of Saskatoon, which identified the building's architectural, cultural and historical significance.

Architecturally, Third Avenue United Church is unique in its construction both externally and internally. Built in 1911, the church is English Gothic style with pointed arches, lancet windows and doorways, two tall towers, hammer-beam rafters and stained glass windows. The stonework and trimmings on the exterior are made of Tyndall stone from Winnipeg. The base and foundation are also made of native limestone originally processed within 8km of the city. Third Avenue United Church was considered to be an engineering triumph at the time. The building has been and remains relatively unaltered.

Historically, the church reflects Saskatoon's pre-WWII time period. The early 20th century was a boom time for Saskatoon and the city was slated to become a "hub city" in the prairies. Third Avenue United Church is a symbol of the aspirations of the city's early settlers.

The historical and cultural significance of the church lies in its range of use through time. In addition to functioning as a place of worship since 1911, Third Avenue United Church was and is also a venue for concerts, political events, public lectures and recitals. Notable historical events held at the church include speeches by T.A. Crerar, leader of the National Progressive Party in 1921, and American Pool Expert, Aaron Sapiro in 1923 who inspired the Saskatchewan

Grain Growers Association and the Farmer's Union to form the Saskatchewan Wheat Pool. More contemporary events include concerts by the Saskatoon Symphony Orchestra and Children's Choir. Weddings, convocations and lunch-hour downtown activities are also held at the church.

According to the Statement of Significance and the proponents, the character defining elements of the property include:

- Its English Gothic style of architecture, evident in its lancet doorways and windows, towers, rafters, pillars, pointed arches and stained glass windows;
- Its overall massing and symmetry and the emphasis on verticality and light;
- Those elements that speak to its prairie history, including its use of local and prairie materials such as the limestone and Tyndall stone façade; and
- Those elements that speak to its status as a cultural landmark, including its location and orientation on its original lot.

Although not included in the property's character defining elements, some of the additional presentations in support of designation spoke about the acoustics of the property. According to members of the church's congregation, the acoustics of Third Avenue United Church are considered to be some of the best in the world. Indeed, the acoustics help facilitate its use as an auditorium and concert venue today. Additionally, the Casavant organ is a remarkable feature of the church. The organ has over 2,000 pipes located both aboveground and underground, which carries the music throughout the entire church when played.

According to members of the congregation, the church is currently being used and cared for by a group of individuals, who do not own the property.

Objection

An objection to the heritage designation of Third Avenue United Church by John Orr was based on his inability to obtain financing for redevelopment of the property. When John Orr purchased the property in 2013, he agreed to seek heritage designation for Third Avenue United Church, but only after the property had been developed by him. At the hearing, Mr. Orr expressed his desire to turn Third Avenue United Church into a high rise building and displayed some of his plans. Mr. Orr explained that he was told by banks and other lenders that they would not lend him money for construction if the church had heritage designation. More recently, the legal ownership of Third Avenue United Church has been in dispute. At the time of the hearing, John Orr was not the legal owner of the property, but according to him the matter is still in dispute.

A lawyer representing one of the current owners, Dale Anderson, told the Review and Appeals Committee that the owners plan to sell the property immediately. The current owners would prefer that the property not be heritage listed as it may make it harder for them to sell it.

Despite ownership disputes and construction plans, both John Orr and the current owners agree that Third Avenue United Church should not be demolished. There is no dispute among any objectors that the church's character defining elements should be preserved.

Recommendation and Reason

The Review and Appeals Committee strongly recommends that the City of Saskatoon designate Third Avenue United Church a municipal heritage property.

Third Avenue United Church is quite a significant property architecturally, historically and culturally. However, the Review and Appeals Committee also find the property aesthetically significant. It is an example of exceptional craftsmanship and skill and, although subjective, is beautifully designed. Additionally, the significance of Third Avenue United Church is not temporally bound and continues to serve the community today in many ways, which contributes to the community's identity and social cohesion. Moreover, according to the Saskatchewan heritage building conservation officer, the property is of high quality and in good condition. There are few major structural issues that would deem the property unsafe or unusable.

There is no disagreement between the proponents and the objectors about the church's significance and both agree that the character defining elements of the property need to be preserved. Therefore the site's significance is not an issue. The actual issue is whether designation will hinder the owner's ability to receive financing. Given the uncertain future and ownership of the property, the Review and Appeals Committee believe that in order to assure that the character defining elements are preserved it must be designated. Designation should be put on the property prior to any redevelopment or sale in order to provide clear direction through any changes in ownership.

Considerations for Designation

If Saskatoon City Council proceeds with designation, the Review and Appeals Committee recommends that:

1. The City of Saskatoon revisit and further define the character defining elements, particularly as they relate to the massing, symmetry and orientation and whether the acoustics of the building need to be included.
2. Once the elements are further defined, the City of Saskatoon should discuss the character defining elements with the owner and agree on what elements should be retained particularly whether there is a need to include massing, symmetry and orientation.

Respectfully submitted,



Julie Mushynsky
On behalf of the Saskatchewan Review and Appeals Committee consisting of Julie Mushynsky, Laurie Burrows and Brent Lutz
August 11, 2017

PUBLIC RESOLUTION
PUBLIC HEARING MEETING OF CITY COUNCIL

Main Category: **5. PUBLIC HEARINGS**

Sub-Category: **5.1. Land Use, etc.**

Item: **5.1.3. Municipal Heritage Property Designation**
Third Avenue United Church - 304 3rd Avenue North
[File No. CK 710-60]

Date: **January 23, 2017**

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

Copies of the following were provided:

- Proposed Bylaw No. 9413, *The Third Avenue United Church Heritage Designation Bylaw, 2017*;
- Excerpt from the minutes of the Regular Business Meeting of City Council held on November 28, 2016;
- SPC on Planning, Development and Community Services Committe Report dated November 7, 2016;
- Report of the General Manager, Community Services Department dated September 7, 2016;
- Notice which appeared in the local press on December 16 and 17, 2016;
- Notice of Objection from Mr. John Orr received January 20, 2017;
- Request to speak from Ms. Peggy Sarjeant dated January 20, 2017; and
- Request to speak from Ms. Maggie Schwab dated January 22, 2017.

Mayor Clark introduced the matter and a motion to consider first reading of Bylaw No. 9413 was passed.

Development Review Section Manager Dawson, Community Services Department, reviewed the proposed Municipal Heritage Property Designation and expressed the Department's support. He advised that a Notice of Objection has been received for this application and presented Council's options - refer the matter to the Municipal Heritage Review Board for hearing and report back or withdraw the Bylaw and not pursue the designation. He answered questions of Council related to the referral process.

Ms. Maggie Schwab, Chair of the Municipal Heritage Advisory Committee expressed her support on behalf of the Committee.

Ms. Peggy Sarjeant spoke to Council on behalf of the heritage community and the Saskatoon Heritage Society in support of the designation and its referral to the review board.

Mayor Clark ascertained that there was no one else present in the gallery who wished to address Council on this matter.

Moved By: Councillor Iwanchuk
Seconded By: Councillor Gersher

That permission be granted to introduce Bylaw No. 9413, and give same its FIRST reading.

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

CARRIED UNANIMOUSLY

Moved By: Councillor Hill
Seconded By: Councillor Gough

That the submitted report and correspondence be received.

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

CARRIED UNANIMOUSLY

Moved By: Councillor Dubois
Seconded By: Councillor Block

That the hearing be closed.

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

CARRIED UNANIMOUSLY

Moved By: Councillor Gough
Seconded By: Councillor Donauer

That the heritage designation at 304 - 3rd Avenue North be referred to the Municipal Heritage Review Board to be reviewed pursuant to Sections 14 and 15 of *The Heritage Property Act*.

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

CARRIED UNANIMOUSLY

710-60

RECEIVED
JAN 23 2017
CITY CLERK'S OFFICE
SASKATOON

Notice of objection to intention to designate Municipal Heritage Property

Surface Parcel No 120282522
Legal Land Description Lot 25, Blk/Par 174, Plan 99A32572 Ext O
As described on Certificate of Title 99A32572W

Which includes the Building situated on the property know as 3rd Ave United Church
Civic Address 304-3rd Ave North Saskatoon Sask S7K2J1

My name is John Orr and I am the sole director, a shareholder, and president of 101133330 Saskatchewan Ltd., and the sole director of Third Avenue Christian Centre, the latter of which is the rightful titleholder of the Church. Third Ave Christian centre purchased 3rd Ave united Church in 2013 from the congregation who had owned it for the last 100 plus years for a sum which now including repairs and charges has totaled over $3.5 Million Dollars.

I no longer am the title holder as the current title holders took title in a manner which we are currently disputing in the courts and we feel that it will be resolved in our favour.

- I am opposing the designation of this property.

- the reason why is that in my opinion this will very significantly devalue the asset and will make the $3.5million I have invested in it very difficult to realize on; and will severely limit the ability to preserve the building in a new development which will allow it to exist for the next 100 years. Any building to continue to exist and operate needs to have an economic basis to exist. Redevelopment of the site utilizing the existing building is our goal however the implementation of Heritage status will make this difficult. I say this because I have been informed by more than 3 financial institutions that I deal with that they will not entertain any financing for a property which has been encumbered by having Heritage status conferred on it. While this may seem to be a bit of an overstatement I am of the opinion that it will severely limit the options available and will as a result severely impact my ability to redevelop the site.

We have done up conceptual plans which would keep the building and make it a part of the new development however with the restrictions which are possible with this status it may very well make any such redevelopment impossible.

RECEIVED
JAN 20 2017
CITY SOLICITORS OFFICE
SASKATOON

Jan 20/2017

BYLAW NO. 9413

The Third Avenue United Church Heritage Designation Bylaw, 2017

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Third Avenue United Church Heritage Designation Bylaw, 2017*.

Purpose

2. The purpose of this Bylaw is to designate as Municipal Heritage Property the real property and building located at 304 – 3rd Avenue North, Saskatoon, Saskatchewan.

Designation

3. The real property described as:

Surface Parcel No: 120282522
Legal Land Description: Lot 25, Blk/Par 174, Plan 99SA32572 Ext 0
As described on Certificate of Title 99SA32572W

including the building located thereon, the civic address of which is 304 – 3rd Avenue North, Saskatoon, Saskatchewan, is hereby designated as Municipal Heritage Property under *The Heritage Property Act*, S.S. 1979-80, Chapter H-2.2, as amended.

Reasons for Designation

4. The property is designated for the following reasons:

(a) Its English Gothic style of architecture, evident in its lancet doorways and windows, towers, rafters, pillars, pointed arches and stained glass windows;

(b) Its overall massing and symmetry, and the emphasis on verticality and light;

(c) Those elements that speak to its prairie history, including its use of local and prairie materials such as the limestone and Tyndall stone façade; and

(d) Those elements that speak to its status as a cultural landmark, including its location and orientation on its original lot.

Condition of Designation

5. The designation is subject to the condition that it includes the exterior, original structure of the building, as well as two interior elements, being the hammer-beam rafters and Casavant organ.

6. This Bylaw shall come into force on the day of its final passing.

Read a first time this 23rd day of January, 2017.

Read a second time this day of , 2017.

Read a third time and passed this day of , 2017.

Mayor

City Clerk

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Inquiry – Former Councillor Lorje (April 25, 2017) – Richard St. Barbe Baker Afforestation Area

Recommendation of the Committee
That the information be received.

History
At the August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated May 29, 2017, was considered.

Attachment
May 29, 2017 Report of the General Manager, Community Services Department

Inquiry – Richard St. Barbe Baker Afforestation Area

Recommendation

That the report of the General Manager, Community Services Department, dated May 29, 2017, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to respond to a City Council inquiry regarding the possibility of Richard St. Barbe Baker Afforestation Area being declared Municipal Reserve and any consultation plans within the area regarding the afforestation area in conjunction with the Area Sector Plan.

Report Highlights

1. The City of Saskatoon (City) is currently undertaking two initiatives that are expected to provide direction for future use of the Richard St. Barbe Baker Afforestation Area (Afforestation Area): a Green Infrastructure Strategy and an amendment to the Blairmore Sector Plan.
2. A Green Infrastructure Strategy is being developed to provide a vision and policies for areas that contribute to Saskatoon's ecological network.
3. An amendment to the Blairmore Sector Plan, to incorporate land within the city's southwest, will provide a land use and servicing framework for this area, including the Afforestation Area.
4. Community groups, stakeholders, adjacent land owners, and residents will be involved within consultation to determine the future direction of both City initiatives.

Strategic Goal

This report supports the long-term strategy of improving access to ecological systems and spaces, both natural and naturalized, under the Strategic Goal of Environmental Leadership.

Background

The Afforestation Area is located southwest of the Montgomery Place neighbourhood, specifically, south of the Canadian National Station and yards (see Part S½ 22-36-6 W3 and Part SE 23-36-6 W3 in Attachment 1).

This area was planted by the City's Parks Division in 1972, with the aim of "improving the future environment of the city." On October 30, 1978, City Council named part of the planted area after Richard St. Barbe Baker, an internationally known forest advisor and conservationist who crusaded against the widespread destruction of trees, and for their planting, to improve environments essential to the well-being of local residents and other living creatures.

In 2013, City Council approved the 5.86 hectare (14.5 acre) Southwest Off-Leash Recreation Area located in part SE 23-36-6 W3. Although the Southwest Off-Leash Recreation Area is not legally named under the Afforestation Area, it is considered within the realm of study for this inquiry and is the area most often visited by local residents.

At the April 25, 2016 meeting of City Council, the following inquiry was made by former City Councillor P. Lorje:

> "Will the Administration please report on the following matters with respect to the Richard St. Barbe Afforestation Area:
>
> 1. Can/will it be declared Municipal Reserve and added to the City's park space inventory?;
> 2. What measures can be taken in both the short-term (since there is no current budget for this) and the long-term to enclose the area in order to prevent unlawful dumping of garbage and trespass by motorized vehicles, including snowmobiles and ATVs? This could include measures such as strategically-placed boulders, gates and fencing.;
> 3. Can/will the City provide resources to pick-up the accumulated garbage in the area? This could be accomplished by either City crews picking-up this garbage, or by giving assistance for landfill tipping fees for community volunteers to start the clean-up of this significant urban asset.; and
> 4. What plans are there to consult with community groups, stakeholders and adjacent residents to develop a possible program for the area including the South West Concept Plan development?."

Points 2 and 3 above were addressed by a report from the Parks Division to City Council on August 18, 2016. Based on that report, some barriers were installed in 2016 that have reduced illegal dumping in the area. Points 1 and 4 above are now being addressed within this report.

Report

The Afforestation Area is located within the city's southwest and is comprised of trees, open areas, and wetlands. Vegetation is a mix of both planted and naturally-established trees, grasses, and shrubs. Though owned by the City, the Afforestation Area is not included in the City's park inventory and, as such, no funding is available to support maintenance services, with the exception of the Southwest Off-Leash Recreation Area.

The City is currently undertaking two initiatives that are expected to provide direction for future use of the Afforestation Area: a Green Infrastructure Strategy, and an amendment to the Blairmore Sector Plan. The Green Infrastructure Strategy will provide a vision and policies for areas that contribute to the city's ecological network. An amendment to the Blairmore Sector, to incorporate land within the city's southwest,

will provide a land use and servicing framework for this area, including the Afforestation Area.

Green Infrastructure Strategy

Currently, a Green Infrastructure Strategy is being undertaken through collaboration between the Planning and Development and Environment and Corporate Initiatives Divisions. The purpose of the Green Infrastructure Strategy is to develop an integrated approach to planning for and maintaining a sustainable, biodiverse city by considering natural and supportive areas as part of an ecological system.

An inventory of natural and supporting areas will be catalogued as part of this project, along with quantification of the natural asset value of inventoried natural areas. The inventory of natural areas will include:

i) natural areas outside the current urban footprint that have experienced no disturbance through urban development;

ii) retained natural areas that have experienced minimal disturbance through urban development and are fully or partially contained within the urban footprint; and

iii) naturalized areas that have been wholly or partially constructed to effectively recreate a true natural area.

The Afforestation Area is included in the review of natural areas.

The project will further define the necessary vision, strategy, policies, procedures, programs, roles, responsibilities, and funding for the successful conservation and integration of the ecological network into urban development at various scales.

Blairmore Sector Plan Amendment

The Long Range Planning Section, Planning and Development Division, is currently amending the Blairmore Sector Plan. This amendment will incorporate what has been known as the Southwest Sector, an area which includes the Afforestation Area, and surrounding areas.

The Blairmore Sector Plan provides a broad framework for future urban development and includes the location of future neighbourhoods, employment areas, parks, and significant natural areas. Sector plans are preliminary planning studies and future oriented; no specific time frame for development is applied to sector plans.

Through the proposed Blairmore Sector Plan amendment, the classification and future use of the Afforestation Area will be explored, and stakeholders will be engaged. Further study and community involvement is required prior to any potential development or classification options are proposed for the area.

The Afforestation Area and surrounding afforestation lands are owned by the City, and the City has no current intention of selling or developing these land parcels as the use of these lands will be addressed further through the Blairmore Sector Plan amendment.

Should any future development options be pursued within the Afforestation Area, an area concept plan would be required, subject to City Council approval. The majority of the Afforestation Area is located within the Meewasin Valley Authority Conservation Zone and is, therefore, subject to *The Meewasin Valley Authority Act*. Any development consideration requires approval of the Meewasin Valley.

Public and/or Stakeholder Involvement

Future consultation with the public will be necessary to determine the direction of the Afforestation Area regarding both the Green Infrastructure Strategy and the Blairmore Sector Plan.

Engagement with internal and external stakeholders is ongoing throughout the Green Infrastructure Strategy. Public consultation is expected to occur throughout 2017 and 2018, with initial engagement beginning in the fall of 2017.

The Blairmore Sector Plan and amendment will be widely circulated and reviewed. Consistent with the standard procedures, the proposed amendment to the Blairmore Sector Plan will be presented to property owners and other stakeholders within the Blairmore Sector, as well as through a wider public open house.

Communication Plan

Appropriate communication plans will be developed as initiatives progress and implemented accordingly.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A Blairmore Sector Plan amendment that incorporates the Afforestation Area into the Blairmore Sector is to be brought forward for City Council approval by the end of 2017. The first phase of the Green Infrastructure Strategy is anticipated to be complete by the third quarter of 2017. A full report on the project will be submitted to the Standing Policy Committee on Environment, Utilities and Corporate Services by the end of 2017.

Public Notice

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

Attachments

1. Richard St. Barbe Baker Afforestation Area Location Plan

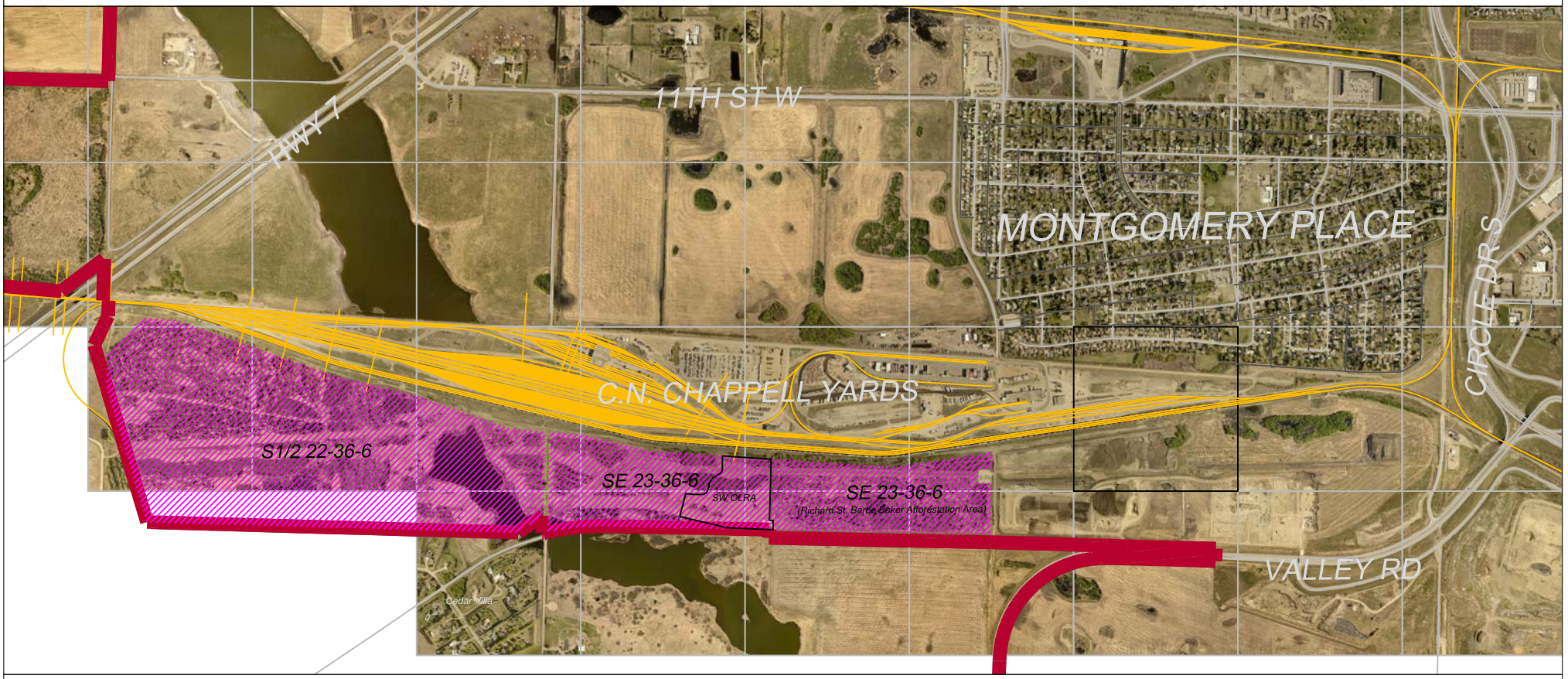
Report Approval

Written by: Ian Williamson, Senior 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/PDCS – Inquiry – Richard St. Barbe Baker Afforestation Area/lc

Richard St. Barbe Baker Afforestation Area Location Plan

Richard St. Barbe Baker Afforestation Area



Legend

City Limits

Afforestation Area

N
W E
S

City of Saskatoon
Community Services
Planning & Development Division

NOTE: The information contained on this map is for reference only and not to be used for legal purposes. This map may not be reproduced without the expressed written consent of Community Services - Long Range Planning Section.

May, 2017

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Neighbourhood Level Infill Development Strategy – Review of Regulations for Primary Dwellings

Recommendation of the Committee

1. That the report of the General Manager, Community Services dated May 29, 2017 be received as information; and
2. That the Administration report back to the Standing Policy Committee on Planning, Development and Community Services with the list of items that were forwarded to the Province requesting amendments to *The Planning and Development Act, 2007.*

History

At the August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated May 29, 2017, was considered.

Attachment

May 29, 2017 Report of the General Manager, Community Services Department

Neighbourhood Level Infill Development Strategy – Review of Regulations for Primary Dwellings

Recommendation

That the report of the General Manager, Community Services Department, dated May 29, 2017, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide the outcome of a review of regulations for infill development for primary dwellings in established neighbourhoods, as contained in Zoning Bylaw No. 8770 and adopted by City Council in March 2015.

Report Highlights

1. A review of the regulations for primary dwellings in established neighbourhoods, as contained in Zoning Bylaw No. 8770 (Zoning Bylaw), has been completed by the Administration.
2. The Administration consulted with design professionals and the Saskatoon & Region Homebuilders' Association regarding the regulations for primary dwellings in established neighbourhoods.
3. The Administration is not proposing any changes to the Zoning Bylaw regulations for primary dwellings in established neighbourhoods.

Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Sustainable Growth by ensuring that infill development is compatible with the existing built form.

Background

The Neighbourhood Level Infill Development Strategy (Strategy) was endorsed by City Council on December 16, 2013. The Strategy outlined best practices, design guidelines, and regulations, which provide design flexibility and minimize the impact of infill residential dwellings on neighbouring property owners.

On March 23, 2015, City Council adopted amendments to the Zoning Bylaw to implement new development standards for primary dwellings (one- and two-unit dwellings and semi-detached dwellings) in established neighbourhoods. The amendments, in particular those that regulate building height and massing, ensure that new infill development does not detract from the character of an existing neighbourhood. The regulations were implemented with the goal of balancing demand for contemporary housing with the existing built form in established neighbourhoods.

The adopted Zoning Bylaw regulations for primary dwellings include the following (see Attachment 1 for details on these regulations):

a) allowable sidewall area, which is determined by a calculation of building wall height and building wall length;
b) regulations specific to flat-roofed structures;
c) revisions to site width requirements for one-unit dwellings;
d) regulations specific to height to the bottom of the front door;
e) permitting porches to extend into the required front yard.

The Administration indicated that a report would be prepared for City Council after the adopted regulations were in effect for approximately two years, providing information on the effectiveness of the regulations, staff time required to review permits, and permit fees to process applications.

Report

The Planning and Development Division reviewed the Zoning Bylaw amendments for primary dwellings, including:

- feedback from civic staff on the effectiveness of the regulations, the support required to administer the regulations, and the administrative time required to process applications;
- consultation with the Saskatoon & Region Homebuilders' Association and professionals experienced in designing infill primary dwellings; and
- compilation of building permit data for primary dwellings city-wide and within established neighbourhoods from 2010 to 2017.

Administrative Review

The Development Review Section reviews all development proposals for primary dwellings in established neighbourhoods to ensure compliance with the Zoning Bylaw. Primary dwellings in established neighbourhoods are subject to a development permit fee, in addition to the building permit fee. The development permit fee is intended to cover the cost of the review for compliance with the Zoning Bylaw. The applicable fee is $135 plus $0.45 cents per $1,000 value of construction. This fee is set at 100% cost recovery standard. The "turn-around" time for an infill development permit review averages four days. Delays typically occur when additional information is required from the design professional. Increasing this fee is not proposed at this time.

Since the implementation of the Zoning Bylaw regulations, no major issues have been identified by civic staff reviewing the applications. Staff continue to assist design professionals with the regulations.

Summary of Consultation

The Planning and Development Division met with the Builder Industry Liaison Committee within the Saskatoon & Region Homebuilders' Association. The Association did not have concerns with the regulations.

The Planning and Development Division also met with several professionals experienced in designing infill dwellings. Their comments are summarized as follows:

a. The allowable sidewall regulation limits the size and massing of the dwelling. At times, it can be difficult to design infill dwellings to accommodate requests of new homeowners.

b. The regulation that allows front porches to extend into the front yard has been used in a limited capacity.

c. Allowing for one-unit dwellings on sites with a width of 7.5 metres (25 feet) is a positive change; however, designing dwellings on these sites can be challenging.

d. The regulation requiring the height of the bottom of the front door to be located no more than 1.0 metre above the finished grade limits the above-grade portion of the foundation. Basement windows require window wells. Window wells may not be desirable for homeowners when a secondary suite is located in the basement. This regulation was reviewed and discussed during the development of the regulations and is appropriate to maintain the pedestrian-scaled relationship with the street.

The issues identified by designers indicate that infill dwellings may be more challenging to design. However, as the intent of the regulations is to ensure that infill dwelling is compatible with existing residential area, it is the Administration's opinion that the regulations are appropriate.

Building Permit Data for Primary Dwellings

Attachment 2 provides building permit data for primary dwellings city-wide and in established neighbourhoods from 2010 to 2017. Based on the data, the following observations can be made:

- Construction of primary dwellings within established neighbourhoods remains steady; since 2013, there has been a minimum of 100 primary dwellings constructed annually. The number of primary dwellings constructed in 2016 was 106. This accounts for 14.8% of all city-wide primary dwelling construction.
- While the overall number of primary dwellings remains consistent, the number of two-unit dwellings has decreased since the regulations were implemented in March 2015. The amendment made to the site width regulation in areas defined as Category 1 neighbourhoods in the Zoning Bylaw allows for the development of a one-unit dwelling on a site with a width of 7.5 metres. The amendment accommodates the development of two one-unit dwellings rather than two-unit or semi-detached dwellings. It was identified in the Strategy that one-unit dwellings better fit the character of these areas. In addition, secondary suites can be legally developed in one-unit dwellings.

Conclusion

The amendments to the Zoning Bylaw for primary dwellings were implemented to ensure that infill development is compatible with the existing built form and that development enhances neighbourhood character. In observing construction that has occurred in the last two years, the Zoning Bylaw regulations for primary dwellings

attained the objective of ensuring that infill development is compatible with the character of established neighbourhoods. Civic staff will continue to monitor the regulations. The Administration is not proposing any changes to the Zoning Bylaw regulations at this time but will bring forward amendments if required.

Public and/or Stakeholder Involvement

Significant community engagement occurred during the development of the Strategy. The Administration met with design professionals and the Saskatoon & Region Home Builders' Association during this review.

Interaction between civic staff and the general public over the past two years indicates that the regulations are acceptable. The Administration continues to receive comments regarding infill development, in particular, during construction. The Administration will continue to monitor comments received.

Communication Plan

The Planning and Development Division prepared a brochure (Regulations and Design Guidelines for Primary Dwellings) to provide information on infill development, including building and site design guidelines, Zoning Bylaw requirements, regulations for accessory uses and structure, permits, and other information pertinent to residential construction. The brochure is available in pdf format on the City website.

In preparation for the spring construction season, a link to the brochure was advertised on Facebook in March 2017. The post reached 24,542 people, was liked 134 times, and had 16 shares. Comments received were not related to the Zoning Bylaw regulations, rather infill development in general. An advertisement promoting the brochure was also placed in the Saskatoon HOME magazine.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Follow-up is not required at this time.

Public Notice

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

Attachments

1. Zoning Bylaw Amendments for Primary Dwellings in Established Neighbourhoods
2. Building Permit Data for Primary Dwellings - 2010 to 2017

Report Approval

Written by: Paula Kotasek-Toth, Senior 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/PDCS – Neighbourhood Level Infill Development Strategy – Review of Regulations for Primary Dwellings/ks

Zoning Bylaw Amendments for Primary Dwellings in Established Neighbourhoods

In March 2015, amendments were made to the Zoning Bylaw for development standards for one- and two-unit dwellings, and semi-detached dwellings in the R1 – Large Lot One-Unit Residential District (R1 District), R1A – One-Unit Residential District (R1A District), and R2 One- and Two-Unit Residential District (R2 District) in established neighbourhoods.

Category 1 and 2 Neighbourhoods

1. Category 1 neighbourhoods include City Park, Caswell Hill, Westmount, Riversdale, Pleasant Hill, King George, Nutana, Varsity View, Buena Vista, North Park, Haultain, and Exhibition. These neighbourhoods are generally characterized by a grid design with narrow residential streets and large mature trees.

2. Category 2 neighbourhoods are the remainder of the established neighbourhoods. They include Hudson Bay, Mayfair, Kelsey-Woodlawn, Richmond Heights, Sutherland, Forest Grove, Greystone Heights, Grosvenor, Brevoort Park, Eastview, Nutana Park, Adelaide/Churchill, Queen Elizabeth, Avalon, Holiday Park, Montgomery Place, Mount Royal, and Meadowgreen.

Amendments that Pertain to Both Category 1 and Category 2 Neighbourhoods

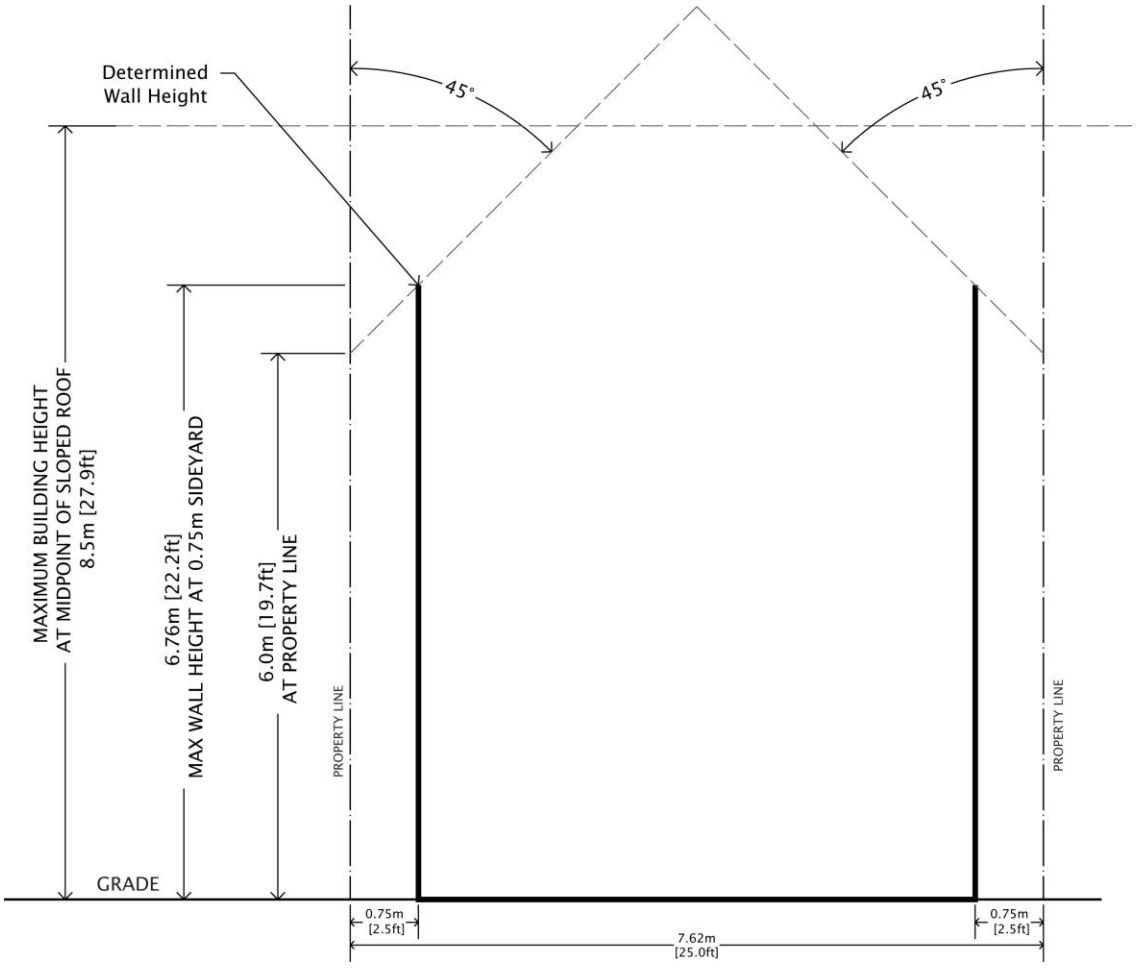
Allowable Sidewall Area		
To provide for dwellings that do not overwhelm the character of adjacent dwellings, the building height and length are used to calculate an allowable building area, allowing for flexibility in design, while limiting the mass of the sidewall.		
Development Standard	**Regulation**	**Rationale**
Allowable sidewall area.	1. Determine the building height (using the angular plane). See diagram on page 3. 2. Determine the maximum building length. See page 4. 3. Allowable sidewall area is calculated using building height and wall length. The sidewall of the building shall not exceed this area. Sidewall area is all areas located under eaves and facing the same direction. The maximum height standard of the building remains at 8.5 metres to the highest point of a flat roof, the deck line of a mansard roof, and to the mean height level between the ridge for a gable, hip, or gambrel roof.	Decrease the overall building mass of dwelling to mitigate shading and increase privacy of neighbouring properties. The sidewall calculation is intended to limit the overall mass of the sidewall.

Building Wall Height Calculation for the Allowable Sidewall Area

The Strategy proposed a "building envelope" or angular plane to regulate massing of a dwelling. This tool is applied to determine a building wall height to be used in conjunction with a building wall length to calculate allowable sidewall area.

The wall height is determined by a 45 degree angular plane, measured from a height of 6 metres, projecting vertically from the side property line. The allowable wall height is determined where the wall intersects the 45 degree angular plane.

By increasing the side yard, the allowable wall height is increased.



Building Wall Length Calculation for the Allowable Sidewall Area

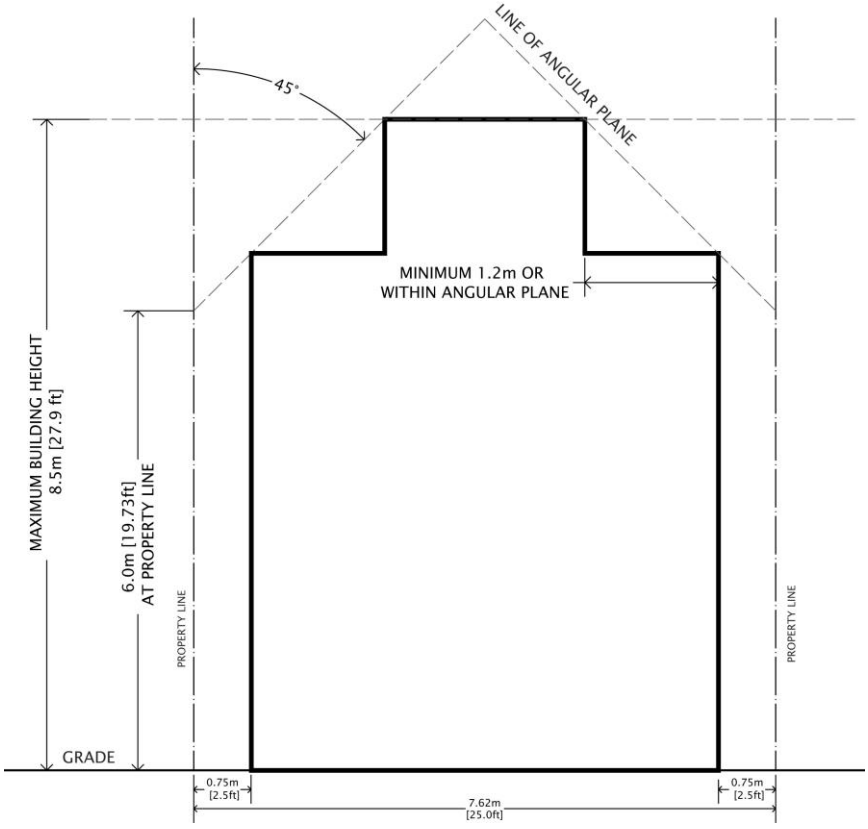
The building wall length is to be used in conjunction with building wall height to calculate the allowable sidewall area.

The building wall length shall be determined as follows:

a) for sites less than 40 metres in depth, the maximum building wall length is 14 metres; and

b) for sites greater than 40 metres in depth, the building wall length is determined by:
site depth x 50% - front yard setback.

Flat-Roofed Structures		
The angular plane is applied to determine the building height of flat-roofed structures. An upper storey or penthouse may be included, provided that it is setback from the building walls.		
Development Standard	**Regulation**	**Rationale**
Building massing for one-unit, two-unit, semi-detached dwellings, and flat-roofed structures	The building wall height would be determined by a 45 degree angular plane, measured from a height of 6 metres, projecting vertically from the side property line. The maximum wall height is determined where the wall intersects the 45 degree angular plane. Wall height would be measured as an average of the lowest and highest points of the wall. The resulting wall height would be able to be increased, provided that the dwelling is setback further from the side property line. Any portion of sidewalls above the maximum height must have a minimum stepback of 1.2 metres from the sidewall of the dwelling and be located within the angular plane. The allowable sidewall areas apply to flat-roofed structures.	Decrease the overall building mass of dwelling to mitigate shading and increase privacy of neighbouring properties. The calculation is intended to limit the overall mass of the sidewall.



Site Width for One-Unit Dwellings

In Category 1 neighbourhoods, the development standard for minimum site width for one-unit dwellings is 15 metres in the R1 District, 12 metres in the R1A District, and 7.5 metres in the R2 District.

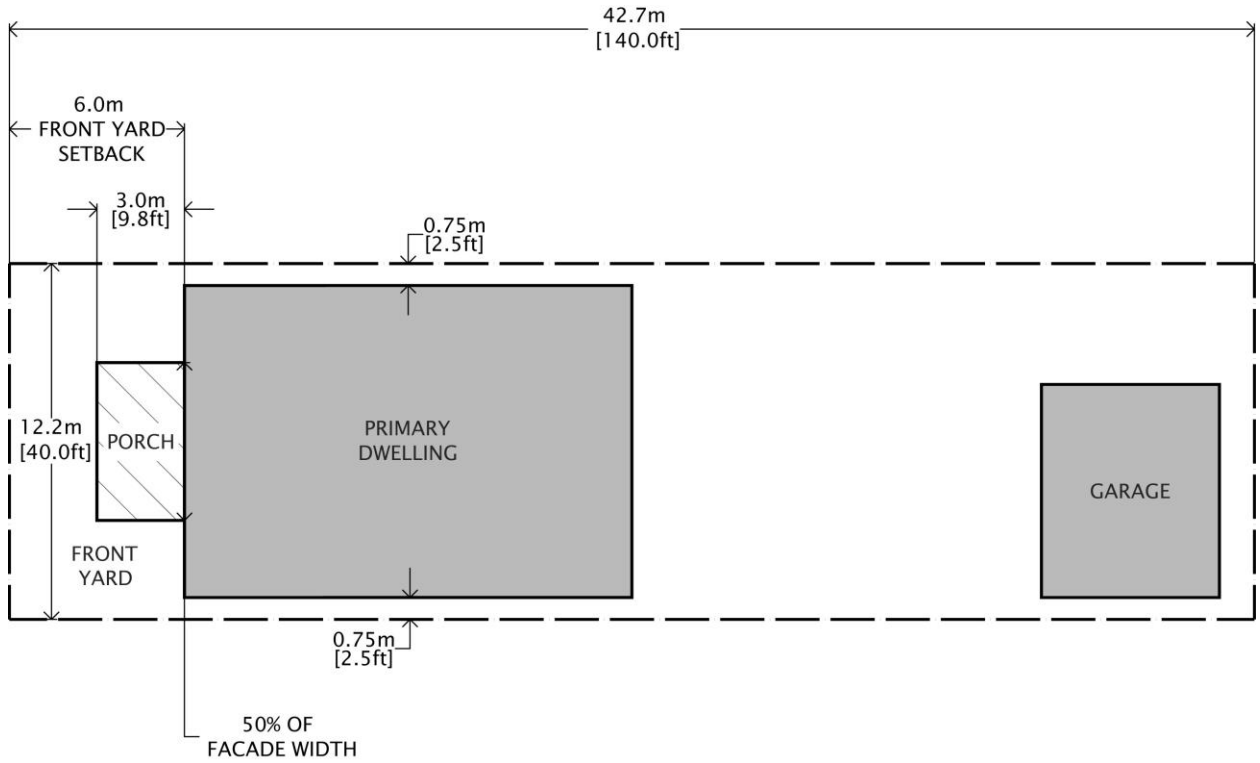
For Category 2 neighbourhoods, the site width for construction of new one-unit dwellings in established neighbourhoods shall be at least 60% of the average site width for one-unit dwelling sites fronting on the subject block face and the opposite block face. The provision will increase the number of lots available for one-unit dwellings and maintain the character of blocks with wider lots.

Note: In the Montgomery Place neighbourhood, the minimum site width is 18.25 metres. This minimum site width is not proposed to be changed and will not be impacted by the proposed amendments.

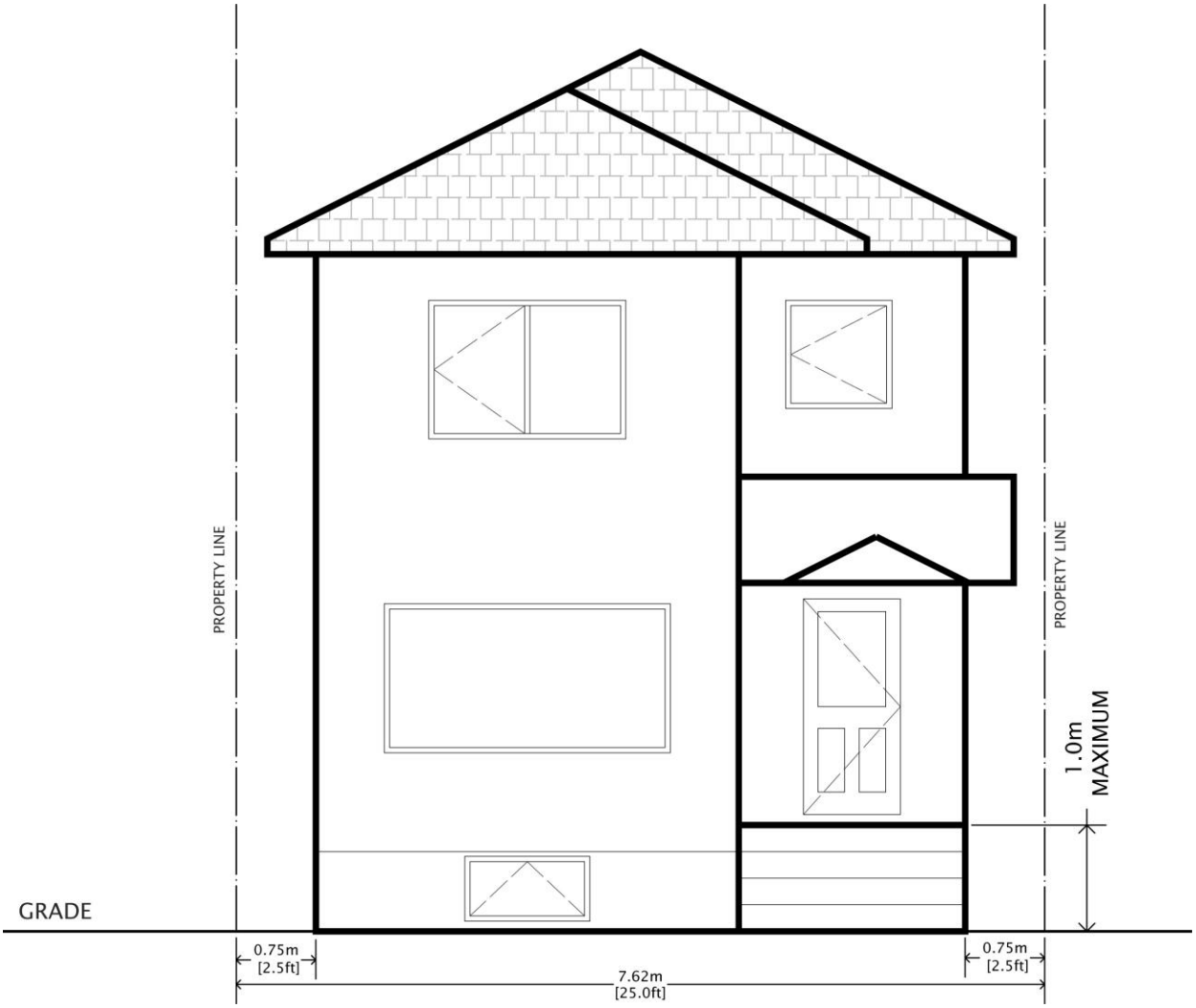
Development Standard	Regulation	Rationale
Site width for one-unit dwellings in Category 1 neighbourhoods. Minimum site width for: R1 District = 15 metres; R1A District = 12 metres; and R2 District = 7.5 metres.	Minimum site width to remain unchanged. The provision, which requires that the site be 70% of the average, will be removed. The 100 to 300 blocks of Saskatchewan Crescent West and Poplar Crescent are treated as Category 2 neighbourhoods.	The result of the provision has been the construction of two-unit and semi-detached dwellings. In Category 1 neighbourhoods, the development of detached one-unit dwellings is more compatible with the existing character.
Site width for one-unit dwellings in Category 2 neighbourhoods. Minimum site width for: R1 District = 15 metres*; R1A District = 12 metres*; and R2 District = 7.5 metres*. *60% rule applies.	Minimum site width to remain unchanged. Note: Minimum site width in the Montgomery Place neighbourhood remains unchanged. The site width for construction of new one-unit dwellings in Category 2 neighbourhoods shall be at least 60% of the average site width for one-unit dwelling sites fronting on the subject block face and the opposite block face, but in no case shall the site width be less than the minimum standard metres.	The reduction in the regulation will allow for additional sites for one-unit dwellings, while ensuring that lot width along the block face remains consistent.

Amendments that Pertain to Category 1 Neighbourhoods Only

Front Porch Encroachment		
In Category 1 neighbourhoods, the amendment allows front porches to encroach, provided that they do not extend more than 50% of the width of the dwelling and do not encroach more than 3 metres into the required front yard.		
Development Standard	**Regulation**	**Rationale**
Front porch encroachment for one-unit, two-unit, and semi-detached dwellings.	A portion of the front façade of the dwelling may encroach up to 3 metres into the required front yard, provided that the width does not exceed 50% of the width of the façade. The front porch must contain a front door.	The Strategy identified that a front porch was a desirable design feature in Category 1 neighbourhoods. Many of the traditional building styles contain front porches.



Height of Front Door		
The height of the main floor of dwellings shall have a maximum finished floor height or front door elevation threshold of 1.0 metre above finished grade. The intent of this requirement is to maintain the pedestrian-scaled relationship to the street.		
Development Standard	**Regulation**	**Rationale**
Height of front door.	The height of the bottom of the front door shall not be located more than 1.0 metre above the finished grade.	To maintain a pedestrian-scaled relationship with the street.



Building Permit Data for Primary Dwellings - 2010 to 2017

Table 1
Building Permits for Primary Dwellings in Established Neighbourhoods - 2010 to Present

	2010	2011	2012	2013	2014	2015[1]	2016	2017[2]
One-Unit Dwellings	41	36	32	59	61	82	106	24
Two-Unit Dwellings	24	39	52	73	52	18	12	2
Total	65	75	84	132	113	100	118	26

[1] Zoning Bylaw regulations for primary dwellings were adopted on March 23, 2015
[2] Permits issued as of April 30, 2017

Table 2
Primary Dwellings in Established Neighbourhoods Versus City of Saskatoon

	2010	2011	2012	2013	2014	2015	2016	2017[2]
No. of Primary Dwellings in Established Neighbourhoods	65	75	84	132	113	100	118	26
No. of Primary Dwellings in City of Saskatoon	1,093	1,185	1,482	1,210	1,082	699	796	248
Percentage of Total Permits	5.9%	6.3%	5.7%	10.9%	10.4%	14.3%	14.8%	10.5%

[1] Zoning Bylaw regulations for primary dwellings were adopted on March 23, 2015
[2] Permits issued as of April 30, 2017

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Naming Requests – 'Barnsley' AND Naming Advisory Committee Report – Second Quarter 2017

Recommendation of the Committee
That the information be received.

History
At the August 14, 2017 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department dated May 16, 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 the Administration, the Naming Advisory Committee recommended to your Committee that the name 'Barnsley' be added to the Names Master List (Unassigned). Your Committee was also advised that the Naming Advisory Committee has requested a further report from the Administration regarding the renaming applications.

Your Committee has approved the addition of 'Barnsley' to the Names Master List (Unassigned) and is forwarding this report to City Council for information.

Attachment
May 16, 2017 Report of the General Manager, Community Services Department

Naming Advisory Committee Report – Second Quarter 2017

Recommendation

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

Topic and Purpose

The purpose of this report is to consider naming and renaming 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 names have been applied since the last quarter: Amisk, Greyeyes-Steele, Mark, and Stilling in the Rosewood neighbourhood; Gibson and Owen in the Brighton neighbourhood; and Lions Century Park in the Kensington neighbourhood.
2. The following naming submission requires screening: Barnsley.
3. The following renaming submissions require screening: A request to rename the Traffic Bridge to the Truth and Reconciliation Bridge and a request to rename Victoria Park to Reconciliation Park.

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.

Report

<u>Names Applied in the Last Quarter</u>

The following names have been assigned since the previous meeting:

In the Rosewood neighbourhood (see Attachment 1):

- Amisk Way;
- Greyeyes-Steele Way;
- Mark Bend, Lane, Link, and Way; and
- Stilling Lane, Manor, Mews, Street, Union, and Way.

In the Brighton neighbourhood (see Attachment 2):

- Gibson Bend; and
- Owen Manor.

In the Kensington neighbourhood (see Attachment 3):

- Lions Century Park.

Naming Requests

The following naming request has been received and requires screening:

1. "Barnsley" – Greg Barnsley is largely known and remembered for his long career with CFQC (CTV Saskatoon) as a weather broadcaster for 39 years. He was also very involved with community organizations, including volunteering as a board member with the Saskatoon Sexual Assault and Information Centre for 25 years. He was the recipient of the Queen Elizabeth II Diamond Jubilee Medal in 2012, and the Saskatchewan Centennial Medal in 2005. The full submission is included as Attachment 4.

   This submission falls under guideline 3.3 a) i) of the Naming Policy recognizing "a person who has demonstrated excellence, courage, or exceptional dedication to service in ways that bring special credit to the City of Saskatoon, Province of Saskatchewan, or Canada."

Renaming Requests

The following renaming requests have been received and require screening:

1. Shirley Isbister, President of Central Urban Metis Federation Inc., has requested that Victoria Park, or a portion thereof, be renamed to Reconciliation Park. The full submission is included as Attachment 5. Victoria Park is located along the South Saskatchewan River in the King George and Riversdale neighbourhoods and named to honour Queen Alexandrina Victoria (1819 to 1901), who reigned for 63 years; the longest reign in British history. Victoria Avenue is also named for Queen Victoria.

2. An application has been received from Ruth Elliott, teacher-librarian with the Saskatoon Public School Division to rename the Traffic Bridge as the Truth and Reconciliation Bridge. Ruth Elliott and Mrs. Maria Jones' Grade 7 class from Lawson Heights School included letters regarding what they learned about residential schools and their impact on First Nations and Metis families. Ruth Elliott's application also includes the history of the Saskatoon area prior to and during the formation of the municipality. The full submission is included as Attachment 6.

   The Traffic Bridge was formally named in 2007, to recognize and honour the historic significance of the bridge. Previously it has been called the 3rd Avenue Bridge, the Iron Bridge, the 19th Street Bridge, and the Victoria Bridge. The name "Traffic Bridge" refers to a bridge for foot and vehicle traffic, rather than one for trains.

In recognition of the Truth and Reconciliation Commission of Canada Calls to Action, the Administration is developing a process to engage the community as a whole to name the North Commuter Parkway bridge. The process will include education and engagement with the community at large and consultation with Aboriginal Elders and Indian Residential School Survivors and is currently in a preliminary stage. The Naming Advisory Committee may wish to include the above two renaming requests in this naming process.

Renaming of a municipally-owned or controlled facility requires the approval of City Council and consultation with those who may be affected by the proposed renaming.

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.

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
The financial impact of renaming a bridge or park includes the cost of updating maps and signage. Additional costs may be incurred should further public consultation be required. The Naming Policy states that the City will not normally provide compensation for any costs associated with a name change.

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

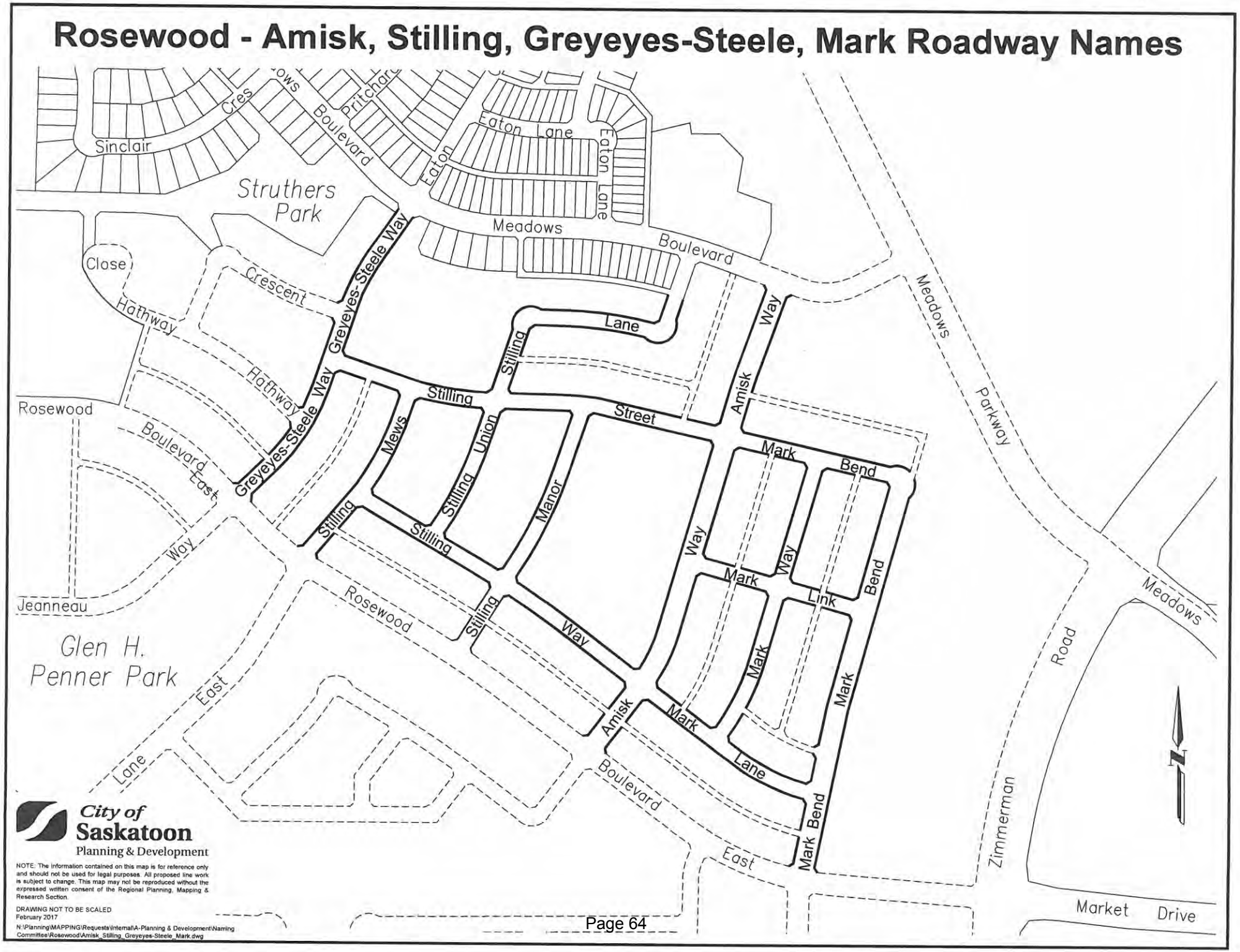
Due Date for Follow-up and/or Project Completion
No follow-up is required.

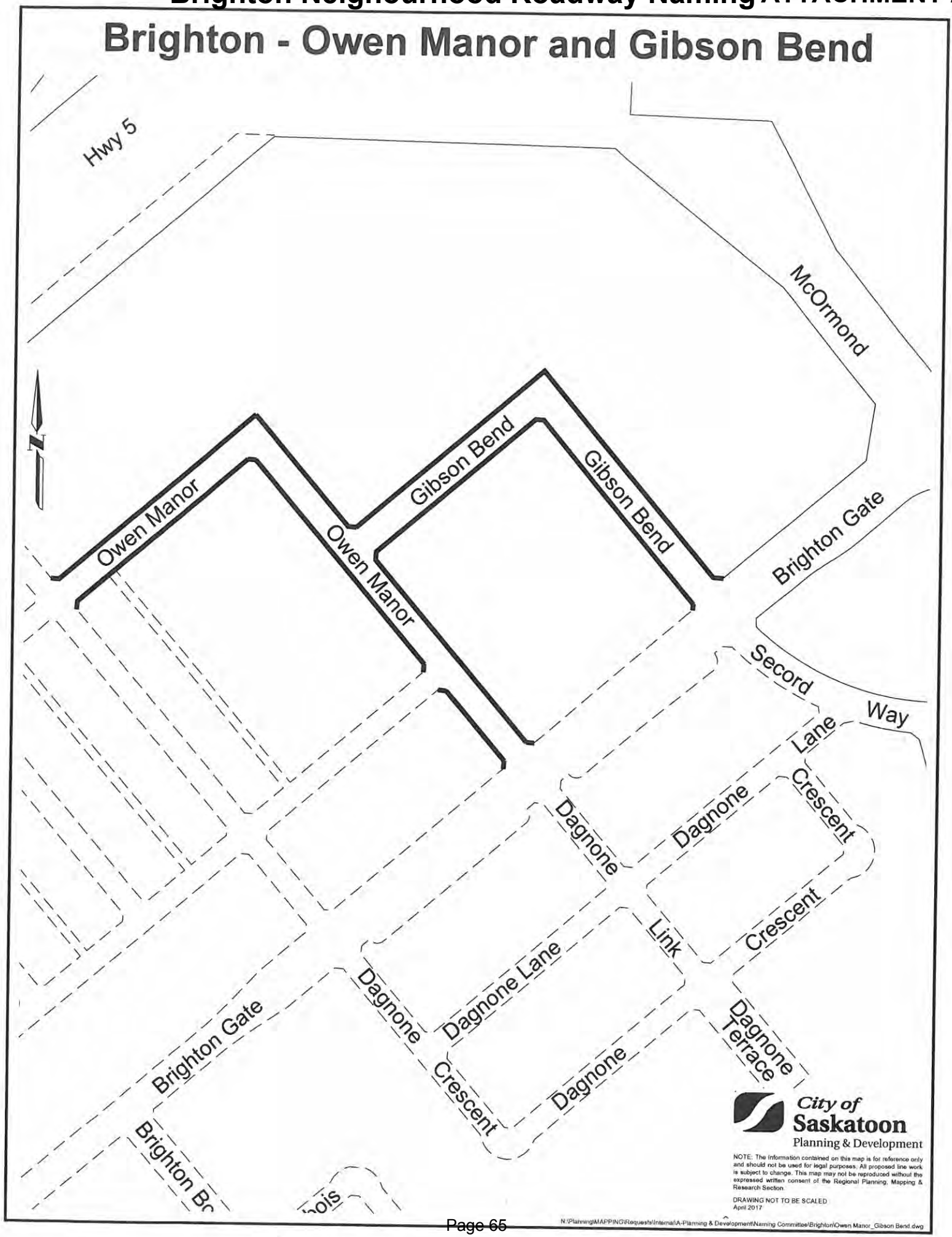
Public Notice
Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

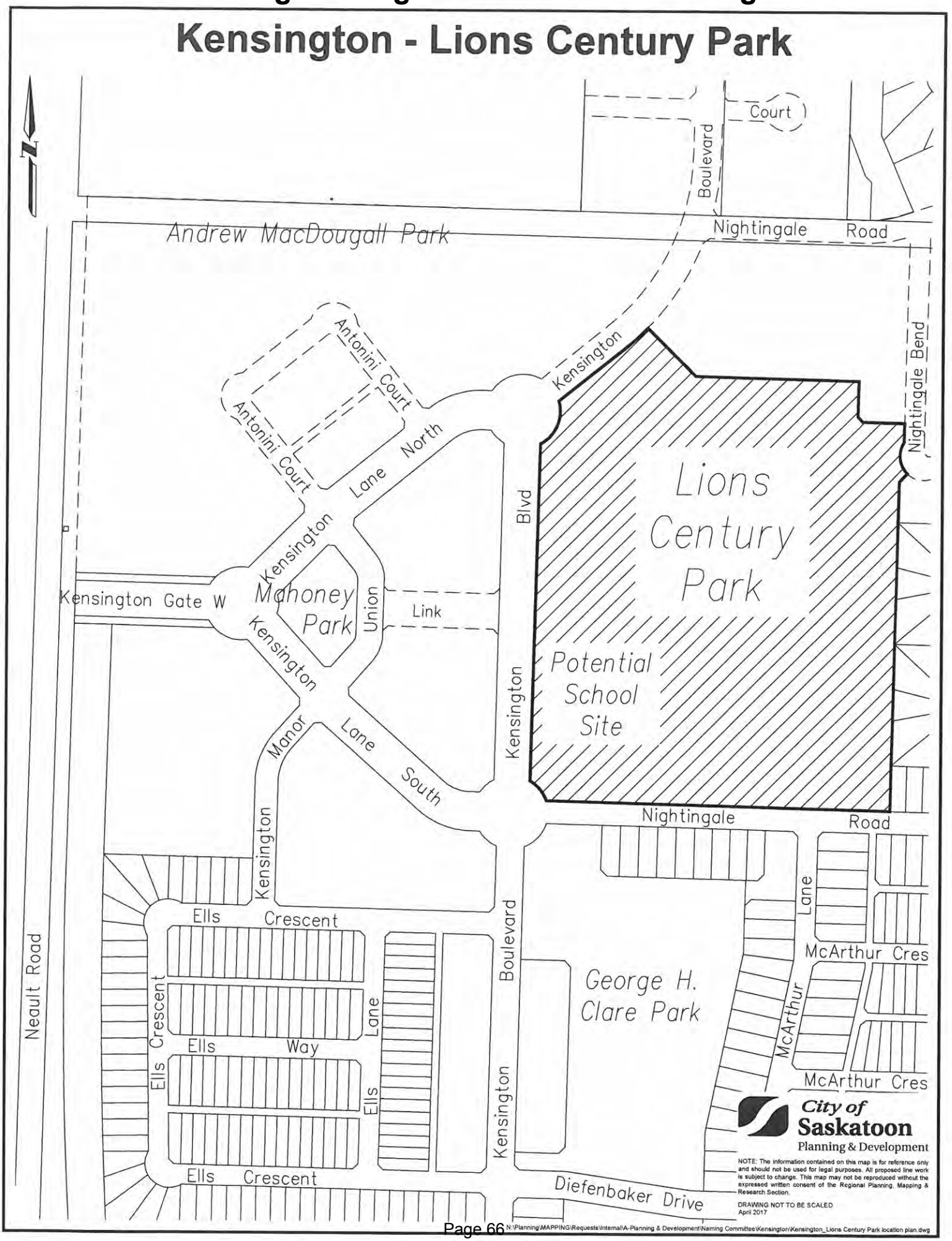
Attachments
1. Rosewood Neighbourhood Roadway Naming
2. Brighton Neighbourhood Roadway Naming
3. Kensington Neighbourhood Park Naming
4. Original Submission – Barnsley
5. Original Submission – Reconciliation Park Renaming
6. Original Submission – Truth and Reconciliation Commission Bridge Renaming

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 – Second Quarter 2017/lc


Rosewood - Amisk, Stilling, Greyeyes-Steele, Mark Roadway Names
Sinclair
Cres
Boulevard
Eaton
Eaton Lane
Eaton Lane
Struthers Park
Meadows
Boulevard
Close
Crescent
Hathway
Hathway
Greyeyes-Steele Way
Greyeyes-Steele Way
Lane
Stilling
Stilling
Amisk
Way
Meadows
Parkway
Rosewood
Boulevard East
Mews
Stilling
Union
Street
Manor
Mark
Bend
Stilling
Stilling
Stilling
Way
Mark
Way
Mark
Link
Bend
Jeanneau
Way
Rosewood
Stilling
Way
Amisk
Mark
Mark
Mark
Mark
Lane
Mark Bend
Glen H. Penner Park
East
Lane
Boulevard
East
Zimmerman
Road
Meadows
Market Drive
N
City of Saskatoon
Planning & Development
NOTE: The information contained on this map is for reference only and should not be used for legal purposes. All proposed line work is subject to change. This map may not be reproduced without the expressed written consent of the Regional Planning, Mapping & Research Section.
DRAWING NOT TO BE SCALED
February 2017
N:\Planning\MAPPING\Requests\Internal\A-Planning & Development\Naming Committee\Rosewood\Amisk_Stilling_Greyeyes-Steele_Mark.dwg


Brighton - Owen Manor and Gibson Bend
Hwy 5
McOrmond
Owen Manor
Owen Manor
Gibson Bend
Gibson Bend
Brighton Gate
Secord
Way
Lane
Dagnone
Dagnone
Crescent
Crescent
Link
Dagnone Lane
Dagnone
Crescent
Dagnone
Dagnone
Terrace
Brighton Gate
Brighton Bc
City of
Saskatoon
Planning & Development
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April 2017
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Kensington - Lions Century Park
Court
Boulevard
Andrew MacDougall Park
Nightingale Road
Antonini Court
Antonini Court
Kensington Lane North
Kensington Blvd
Nightingale Bend
Lions Century Park
Potential School Site
Kensington Gate W
Kensington Mahoney Park
Union Link
Kensington Manor Lane South
Kensington
Nightingale Road
Neault Road
Ells Crescent
Ells Crescent
Ells Way
Ells
Lane
Boulevard
George H. Clare Park
Lane
McArthur Cres
McArthur
McArthur Cres
Kensington
Ells Crescent
Diefenbaker Drive
City of Saskatoon
Planning & Development
NOTE: The information contained on this map is for reference only and should not be used for legal purposes. All proposed line work is subject to change. This map may not be reproduced without the expressed written consent of the Regional Planning, Mapping & Research Section.
DRAWING NOT TO BE SCALED
April 2017
N:\Planning\MAPPING\Requests\Internal\A-Planning & Development\Naming Committee\Kensington\Kensington_Lions Century Park location plan.dwg

Original Submission - Barnsley

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: Laura Stasiuk

Address: 638 Brabant Pl.

City/Town: Saskatoon Province: SK Postal Code: S7J 4Z8

Phone: 306-374-0457 E-mail: LJS289@mail.usask.ca

☑ New Name Submission ☐ Re-naming Request

Requested Name(s) (please print)

Barnsley

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

February 13, 2017

Dear City of Saskatoon Naming Advisory Committee,

I am writing to you to request the naming of a street after my grampa, **Greg Barnsley.**

My grampa has made countless contributions to the community of Saskatoon during his lifetime and I believe he deserves recognition for these contributions to our great city.

Greg Barnsley was born on September 23, 1993 in Saskatoon. He attended Caswell School and Bedford Road Collegiate. He was a lifelong citizen of Saskatoon and raised his family in Saskatoon. Greg died on January 2, 2017 at age 83. After grampa's passing, thousands of Saskatoonians took to social media to reminisce about "the good old days" and Greg's lifelong enthusiasm and dedication to our city.

Greg is largely known and remembered for his long career with CFQC (CTV Saskatoon) for his work as a weather broadcaster for 39 years. He was Saskatoon's first weatherman and pioneer broadcaster. He invented public service announcements to allow volunteer organizations to promote their activities on television for no cost. He interviewed organizations on his noon show so they could promote their events at no cost. Greg was a mentor to aspiring broadcasters. He got our community interested in weather and was instrumental in educating the public about the metric system. He was the champion of introduction of the metric system.

Grampa did much more than this. He promoted Saskatoon constantly and consistently in his work life and personal life.

Below is a list of some of his contributions:
-Board member of the Sexual Assault Centre for 25 years.
-Kinsmen Club volunteer
-Boy scout leader
-Founding member of the Citizen of the Year committee. Served on the committee from 1966-2014.
-Telemiracle volunteer
-Kingo bingo 27 years
-Recipient of Queen Elizabeth II Diamond Jubilee Medal in 2012.
-Recipient of the Saskatchewan Centennial Medal in 2005

Please see the attached article by Ned Powers that was featured in the Saskatoon Express newspaper shortly following his death.

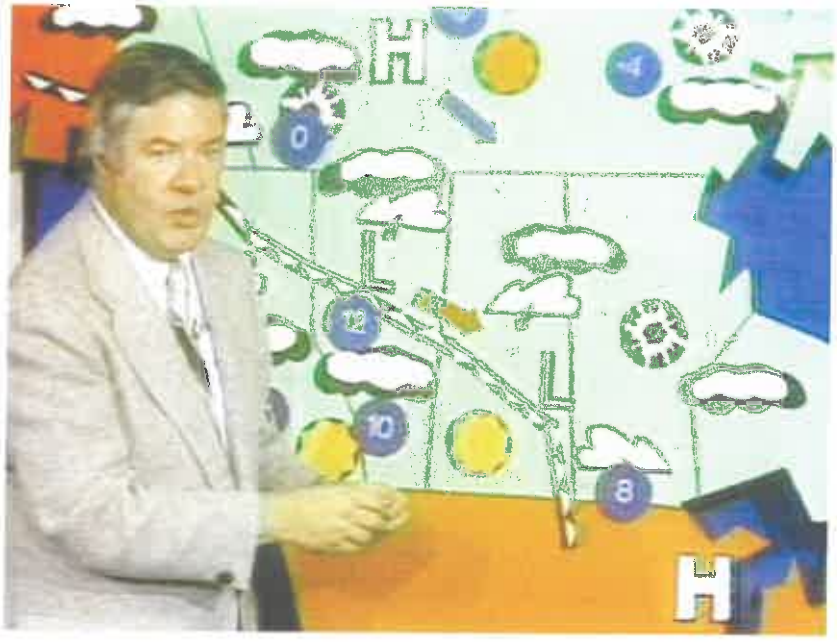
The following is a link to the news story video on CTV News following Greg's death.
http://saskatoon.ctvnews.ca/video?clipId=1027791

Thanks for your consideration,

Laura Stasiuk

Laura Stasiuk
Ljs289@mail.usask.ca
Home: 306-374-0457 Cell: 306-260-4999

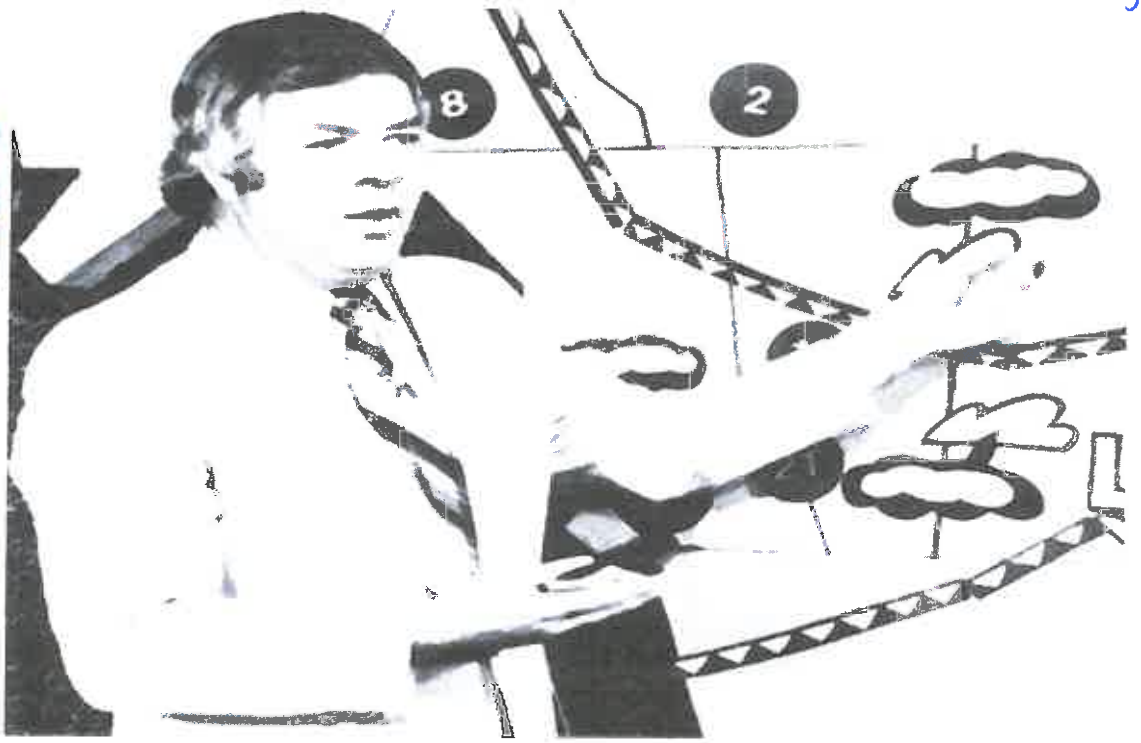



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January 9, 2017

Farewell, Greg Barnsley, king of TV weather





Delivering the weather was challenging in Greg Barnsley's day. (Photo Supplied)

From 1955 until 1992, Greg Barnsley was the king of the television weathermen in Saskatoon.

Given the advances in higher technology that today's weathercasters enjoy, Barnsley's role was challenging and an amazing feat. He performed in the CFQC studio five evenings a week with the use of a blackboard, chalk, an eraser and the felt markers he threw at the board. He did his job in co-operation with the Saskatoon Weather Office.

Having watched Canada's first TV weatherman Percy Saltzman while studying at Ryerson College in Toronto, Barnsley's philosophy was that "you started with the big picture because that's where the systems form to affect our region and you worked down to the regional forecasts."

Barnsley died at the age of 83 on Jan. 2, leaving behind a career which was rich in tradition. He was part of the innovative team, being at the right place at the right time, to help Saskatoon enter the new, wonderful magical world of television in December, 1954.

While growing up in Saskatoon, he wanted to be in radio and was hired by CFQC in 1953. The A.A. Murphy family had also secured Saskatoon's first television licence and Barnsley was more than willing to try the new game.

Once Walter Romanow had been hired as the TV station manager, his first hirings were Barnsley and Ted Bissland as announcers, John Lumby as photographer and Nik Semenoff as artist. The well-established news department and the radio station were virtually across the hall from the new TV studios.

Barnsley was there when Romanow and general manager Blair Nelson pushed the button on December 5, 1954, to launch the station.

"No one considered it a historic moment at the time," Barnsley once told me in an interview. "Many of us looked upon it as a reward for the rehearsals of mock shows, commercials and newscasts which we'd be doing for part of a year. Some of us had physically built and painted the sets.

"The atmosphere was happy and fulfilling. Spike (Romanow's nickname) instilled in us the good old college try attitude and we were a co-operative gang. Blair trusted us to do our jobs and I called that enlightened management."

The studio buzzed. There was an array of locally produced shows. At the beginning, the Saskatoon commercials weren't taped in advance but performed live. The news packages were filled with local content because there weren't any national news feeds available. Some will remember that the first Grey Cup telecast for Saskatoon consumption was delivered to CFQC on film via Air Canada and was aired a day after the game.

Television was hard work for pioneers like Barnsley, who thrived on it. Most anyone who ever worked at the station acknowledged that because of network service shortcomings, staff members always became more creative and innovative in programming.

What Barnsley also brought to the team was a sense of community. For 27 years, he devoted his early Saturday evenings to hosting Kinsmen Kingo and that included nine years of service after he'd retired. He enjoyed the launching of the Kinsmen Telemiracle. Behind the scenes, he assisted many community organizations, including 25 years of service to the Saskatoon Sexual Assault Centre.

The stories about Barnsley's gifts to the community, his helping hand to newcomers in the business and devotion to family are countless. He was always aware of the growing-up process within Saskatoon and he made the city a better place to live.

Happily in his later years, he still shared a strong friendship with his 1951 Bedford Road Collegiate graduating class. Through Barnsley's connections and goodwill, three of them, Stan Thomas, Larry Langley and Gerry Moir launched TV careers at CFQC.

On a personal note, I worked at CFQC in both radio and television for four and a half years, 1960 through 1964, and although my main work was in sports and news, it was always comforting to have a presence of someone like Barnsley in the building. Over the years, we stayed connected, often as a visitor to Grey Cup parties or the Bedford Road reunions, always events which were filled with good storytelling.

Original Submission - Reconciliation Park Renaming

Central Urban Métis Federation Inc.
315 Ave. M South
Saskatoon, SK S7M 2K5

MAR 2 1 2017
MAYOR

March 20, 2017

His Worship Mayor Charlie Clark
Office of the Mayor
222 Third Avenue North
City of Saskatoon
S7K 0J5

Please accept this letter as a formal request to change the name of Victoria Park to Reconciliation Park.

The change would;

1. Initiate ongoing city wide conversation about reconciliation, fostering awareness and education and the bridging of communities.
2. Honor survivors and their families

If it is not possible to change the name of the entire park, could a portion of the park be changed to Reconciliation Park?

In Unity,

Shirley Isbister
President
CUMFI

CC Gilles Dorval
Director of Aboriginal Relations
City of Saskatoon

RECEIVED
APR 07 2017
Planning & Development

Original Submission - Truth and Reconciliation Commission Bridge Renaming

the PROCESS

General Name Request

Suggestion
Submit Application Form to Planning and 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.

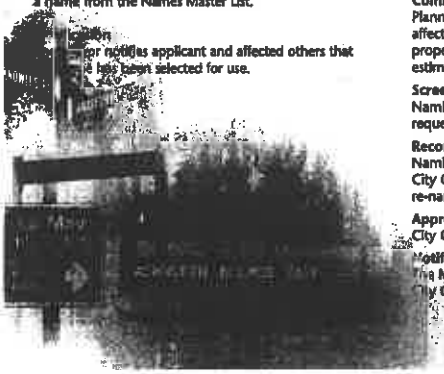
Recommendations
Naming Advisory Committee recommends to City Council the support or non-support for adding the name to the Names Master List.

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 and 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
Mayor notifies applicant and affected others that name has been selected for use.



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 and Development Branch to determine the consultation requirements.

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

Comments
Planning and 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: Ruth Elliott

Address: 318 Quill Crescent

City/Town: Saskatoon Province: SK Postal Code: S7K 4V4

Phone: 306-978-2045 E-mail: elliottr@spsd.sk.ca

☐ New Name Submission ☑ Re-naming Request

Requested Name(s) (please print)
Truth and Reconciliation (TRC) Bridge

Requested Use of Name

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

If this is a request for renaming an existing location, please indicate the current name:
Traffic Bridge

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 and Development Branch
222-3rd Avenue North
Saskatoon, SK
S7K 0J5

Ruth Elliott
318 Quill Crescent
Saskatoon, SK. S7K 4V4
April 12, 2017

Dear Sir or Madame,

I am writing to request that the City of Saskatoon consider renaming the Traffic Bridge, the Truth and Reconciliation Bridge (TRC Bridge).

I am a Teacher-Librarian in the Saskatoon Public School Division. Since January, I've been working with Mrs. Maria Jones and her grade 7 students at Lawson Heights School. We learned about Residential Schools and their impact upon First Nations and Metis families. As a group, we wanted to implement a recommendation from the Truth and Reconciliation Commission's Final Report. One of the recommendations is that cities in Canada erect statues to remember Residential Schools. I believe that building a bridge named the TRC Bridge is even better than a statue. Our Director of Education, Mr. Barry MacDougall, suggested this idea to me.

As I did some research in early Saskatchewan and Saskatoon history (in order to make a presentation to the students), I realized that there is geographical and historical significance in the physical site of the current Traffic Bridge. In this letter, I propose to present some First Nations' historical perspective, some Dakota history (Whitecap Reserve), some early history of Saskatoon, and concepts on the importance of the first Traffic Bridge.

First Nations people lived in and around the Saskatoon area 6000 years ago. In 1977, Charles Gowen, was operating his grader at the Saskatoon landfill. After he had scraped down a metre, he noticed that the soil looked different. The city called in Ernie Walker (a University graduate student at the time) who set up a dig. He discovered a small camp site with remnants of bone and stone tools, rocks cracked by fire and bison bones. Carbon dating revealed that this camp existed 6000 years ago. The truth is that we (I'm speaking of myself as a white person whose ancestors came from Europe) are newcomers to this land. Canada is far more than 150 years old. First Nations people lived and thrived here on the Plains. They practiced "nose to tail" cuisine years before it became popular. They always ate and "shopped" locally as they gathered and used whatever they could find. Cree people from the Fort Carleton area stopped at the present site of the Traffic Bridge to cut willow branches to make arrows before they went out hunting buffalo. Unfortunately their main source of food, the buffalo, began to disappear because of drought, overhunting by Europeans and settlers moving in. First Nations people signed treaties in good faith while we took their land and their livelihood. Saskatoon sits on Treaty Six land.

Another group of First Nations people who live in the Saskatoon area are the Dakota people who live on the Whitecap Reserve. Dakota people valued the creation and maintenance of alliances. These alliances encouraged trade and collaboration. The Dakota were primarily American Indians although they did roam across the plains up into Canada following the buffalo over many centuries of time. In 1812, when the British and Americans were at war, the Dakota joined the British side of the battle. After the war, the Dakota people were given British flags and King George III War of 1812 Indian Peace Medals. They were told that if they ever needed to seek refuge in Canada, they would be welcomed. In the 1860's, the Dakota people did move to Canada. At first, when they wished to sign

treaty, they were rebuffed. However, when they brought out the flags and medals, and asked for some land so they could farm, the British remembered their promises.



(The Whitecap Dakota First Nation's War of 1812 Monument "Spirit of Alliance" was unveiled in 2014 at Saskatoon River Landing.)

There are three Dakota reserves in Saskatchewan. Chief Whitecap was given land near Beaver Creek. The reserve was called Moose Woods Reserve (later changed to Whitecap Reserve). Each family was given 80 acres of land (In Treaty 6, each family received 640 acres of land.) Chief Whitecap settled there around 1879. He continued the Dakota way of creating and maintaining alliances. They had connections with the Metis at Round Prairie and at Batoche. I'll mention their connection with Saskatoon next. However, continuing on with Whitecap history--although they had an elementary school on the reserve, many children were sent away to Residential Schools in Regina, Duck Lake, Prince Albert, and Brandon, Manitoba. They experienced the abuses and loss of culture, language, and identity just as other First Nations' people did because of Residential Schools.

Now we come to the early history of settlement in Saskatoon. After a Temperance Colony Society was formed in Toronto in 1881, the colony was given a land grant on either side of the South Saskatchewan River. The land stretched from White Cap Reserve in the south to Clark's Crossing in the north. In 1882, John Lake came to survey the land and decide where to establish a town. He consulted with Chief Whitecap. The Chief suggested the site of the present Traffic Bridge because it was in the middle of the land allotment and had low banks on either side of the river. This historic



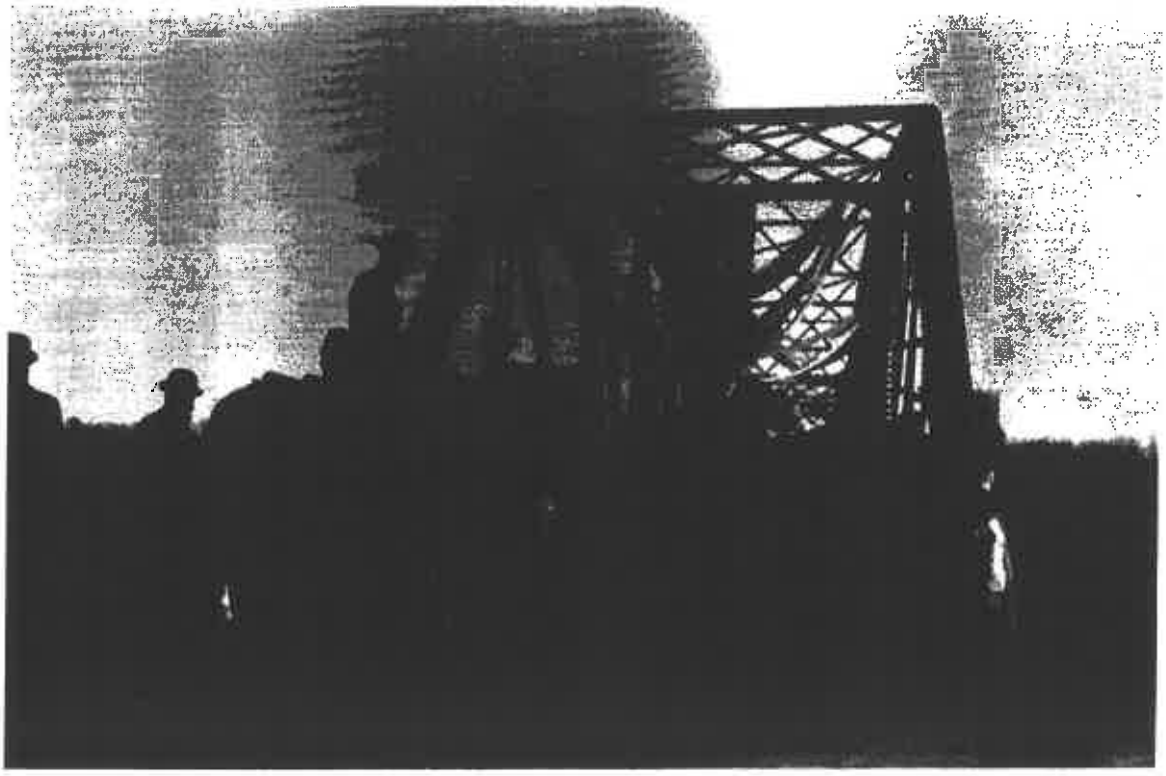
event is commemorated by a statue of the two founding fathers at the bottom of the Traffic Bridge.

In 1883, the first settlers came to Saskatoon. A ferry operated in the months when the river was open. Service was erratic (since the ferry operator held other jobs to make ends meet). While people waited for the ferry, they socialized. In fact, the first wedding held in Saskatoon involved a bride and groom who first met while waiting for the ferry. The ferry operated near the site of the present Traffic Bridge.

Cooperation and commerce continued between Whitecap Reserve and the new community of Saskatoon. The Dakota brought in hay for the livery stables and provided horses. In 1885, during the Riel Resistance at Batoche, Chief Whitecap and some others from Whitecap were planned to travel through Saskatoon on the Batoche Trail to Batoche. Some Saskatoon residents went out to talk with them and ask them to go around Saskatoon and leave the settlers in peace. Chief Whitecap was willing to do this. Later on Chief Whitecap was charged with being involved in the Riel Resistance. Saskatoon citizens spoke up on his behalf and he was acquitted and freed.

In 1890, the railway came to Saskatoon. The first railway bridge crossed the river where the Sid Buckwold Bridge is located now. The railway company decided to erect a water tower on the west side of the river. Up until that point, the town had been built in the Nutana area. Once the water tower was built, a train station was situated on the west side. Hotels, stores and warehouses were built. Children who lived on the west side had a difficult time getting to school on the Nutana side. They had to walk across the train bridge, take the ferry, or walk across the ice in the winter time. Both the west side and east side communities were called Saskatoon which confused the mail service. The west side claimed the name of Saskatoon while the east side made up the name Nutana (there was some bitterness about this). A third community of Riversdale was established on the other side of the railway tracks. People who lived there wanted to avoid paying many taxes and had narrow streets and smaller lots for their houses. (In Saskatoon today, there is still an east west divide which began between 1890 and 1907.)

After Saskatchewan became a province in 1905, cities could apply for money for infrastructure. The three communities of Saskatoon, Nutana, and Riversdale decided to join together to make the city of Saskatoon. Nutana was only willing to do this if a traffic bridge was put up to join both sides of the river. When the first Traffic Bridge was opened, it brought three communities together. It was a joyous occasion when people and vehicles could use the bridge. School children sang a song at the official ceremony on October 10, 1907.



This is the history of this geographical location in Saskatoon. Because of the community and connections that have been established at this location, I respectfully request that this bridge be renamed the Truth and Reconciliation (TRC) Bridge.

The grade 7 class and their teacher, Maria Jones, have written about Residential Schools in their letters. Therefore I will not mention them except to say that I have a personal connection with the evil done by these schools. My sister was married to a Dene man who attended Residential Schools. He is an alcoholic who cannot get past the pain of that experience. Two years ago, he showed me a photo of his grade two class at Residential School. He told me that everyone in the photo is either an alcoholic or is dead now. I want the Truth to be told and for Reconciliation to take place.

Yours truly,
Ruth Elliott

Ruth Elliott
Teacher-Librarian
Lawson Heights and Sutherland School

Residential Schools

Residential schools were a terrible thing that unfortunately happened. We learn about this every year in school, so it never happens again. This happened because people thought they weren't civilized and had a different way of life that they were wrong. The way they thought they could fix it was to steal First Nations kids or take them from their homes. They were forced to go to a school that would cut off their hair, abused them (sexually, mentally, physically, and did not feed them enough), they would work long hours, couldn't speak their Native tongue, had to believe in god, died from diseases and malnourishment.

When the First Nations signed the treaty they were promised an education. They never thought their children were going to be taken away and they wouldn't see them for months or in some cases years. Everything they promised either didn't happen or wasn't what they thought. As a result, the many survivors of the residential schools started abusing drugs and alcohol to take away the pain of what the residential schools did to them.

When they were done in the residential school or were old enough to not have to go back, they didn't fit back into their communities because they normally don't remember their Native tongue and forget their traditional ways. Learning this all back takes time and sometimes they can't because their parents may not know English to communicate with them, or their parents also went to residential schools and it is too painful to speak English again.

At my school we are very multi-cultural, We have people from all over the world and that speak different languages and different cultures. We can never forget that this happened. We need to know that being the way you are is ok and I am trying to help bye learning about this and respecting that we are no more or no less than anyone else.

By: Rhyanna Corrigan

Grade 7, Lawson Heights School

430 Redberry Road

Rhyanna Corrigan

Ben Krysak
Lawson Heights
950 Redberry Rd
Saskatoon SK. S7K 5H6

Dear Sir/Madame

I am here to inform you that we would like to rename the Traffic Bridge the TRC Bridge (Truth and Reconciliation). I believe renaming this bridge will help right Canada's wrong's. When you drive over that bridge you will think about the horrible treatment of the Aboriginal people during our history. We want other people to recognize the wrongs and help fix them.

The location of the bridge is very important. It connected two different towns to be one. Cheif Whitecap and John Lake met here on the bank to choose a location for the City we know as Saskatoon. The old bridge is in a location where First Nations people used to stop and make arrows. The location makes it a very fitting name.



Rylan Renner
Grade 7 student
Lawson Heights School
430 Redberry Road
Saskatoon, Sk
S7K 5H6
(306)683-7340

Monday, April. 3 2017

Dear ,

I am writing to you to ask if you would name the new traffic bridge, The TRC Bridge (Truth and Reconciliation). Because in our class we have learned about truth and Reconciliation, and First Nations people, and there culture.

The reason that we want to name the traffic Bridge, the TRC Bridge is because, in the east part of the city lots of Dakota first Nations people lived, there and it would be nice for them to be part of the naming of the new and improved traffic bridge to be named the TRC Bridge. Please consider our request and think about this option and honour the first Nations people and also right the wrongs that were done so long ago.

Sincerely

Ryelan Remmer

Trista Capeg
Grade 7 student
Lawson Height School
480 Redberry Rd. Sk S7K 5H6
04/03/17

Dear Sir/Madame,
I wrote this letter to you because I want you to help us rename The Traffic Bridge, the TRC Bridge. The TRC Bridge means the Truth and Reconciliation Bridge, Were trying help First Nations of saskatoon heal, from all the things we did to them in the past.

In our Grade 7 class, we learned about the First Nations people that lived before the Europeans came to Canada and changed all of it. We learned that the First Nations treaties with the Europeans, only to know later that they were tricked. They made their kids go to "schools" which eventually turned to Residential Schools. The kids were stripped of their culture, language, and most importantly family.

So, I think naming the Traffic Bridge the TRC Bridge will means alot to the First Nations who went to Residential Schools. We know this may not make up for all the things we did in the past, but a small change like this might



have a big impact for the future.

Please Consider our Request in order to right the wrong.

Sincerely,
Trista Capeg
T. Capeg



Mikaela Chmielewska
Grade 7 student
Lawson Heights School
37th Street
Saskatoon, SK
430 Redberry Road
April 4, 2017

Dear Sir/Madam,

I am writing to you to help decide how to name the Traffic Bridge. A really nice and meaningful name is Truth and Reconciliation Bridge (TRB). Renaming the bridge will help the First Nations people to heal from all the bad things we've done to them.

In our class we learned all about the lives of the First Nations people before and after the Europeans came. We learned about the lies they were told and all the promises that weren't kept. When the First Nations people signed treaty they agreed their kids would go to a Reserve school not be taken away from their families. At residential schools children were not allowed to speak their language and were [illegible] their culture.



I think naming the Bridge, IRC Bridge is the least we can do to say sorry to the First Nations people for what we've done in the past. I think doing this will make the First Nations people feel appreciated. Please consider this request and hear our opinion

Sincerely,
Mihaela
MCW



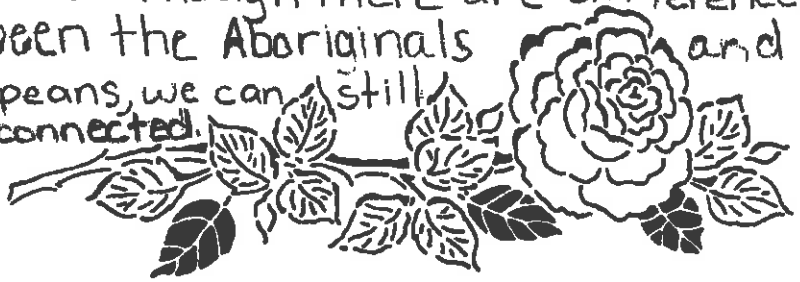
Tulsi Gupta
Grade 7
430 Redberry Road
Saskatoon, SK.,
S7K 5H6

April 3, 2017

To Whom It May Concern,

I am writing this letter to inform you that our class would like the bridge to be renamed the Truth and Reconciliation Bridge, or the TRC for short. I believe that this name will help heal some of the wounds that the Residential School System bestowed upon the Aboriginal People.

Bridges are an important symbol of connectivity. They bring together two sides of the city that would otherwise be seperated. The name TRC would hopefully remind us that even though there are differences between the Aboriginals and Europeans, we can still stay connected.



Renaming the Traffic Bridge would bring us a step closer to righting the wrongs that were commited against the First Nations people. When people would drive over the bridge, they would remember what had happened to the Aboriginals and hopefully be a little more empathetic and understanding towards them. Also, this would be a chance for people to learn about Canada's History. Many would wonder why the bridge is named TRC and be more inclined to do some research on it. Please consider this humble request and make the right decision.

Sincerely, Tulsi Gupta

Tulsi Gupta



Het Patel
Grade 7 Student
Lawson Heights School
430 Redberry Rd.
Saskatoon, SK S7K 5H6
(306) 683-7340

Dear Sir/Madam,

I am writting to rename the Traffic Bridge the TRC (Truth and Reconciliation) Bridge. If we rename the bridge we might heal some of First Nation people's felling that were hurt by us. Also the bridge brings the city together.

Over the year at school we learned a lot about first Nations people. We learned traditional ways to dress, make food, hunt and the tools they used. We also learned about their culture and Religion. The main thing we learned was about Residential schools. This was something that tried to take their tradition away.

It will be an honour to rename the Traffic Bridge the TRC Bridge. The cool thing is that if you take first two and last letter of the Traffic and it gives you TRC.

Sincerely,

Neb Patel

Ethan Jay
Grade 7 Student
Lawson Heights School
Saskatoon, SK S7K 5H6
(306) 683-7340
Tuesday April 4 2017
Dear Sir or Madam,

I'm bringing up something very important. The thing is we need to rename the new trafic bridge. I think we could name it the TRC also know as Truth and Reconciliation bridge because Indigenous people, helped us in choosing a place to build Saskatoon. The people were vital to our survival. So I think we should name a bridge dedicated to Indigenous people.

The reason I think we need to name it TRC; is because the Indigenous people played a big roll in Saskatoon's history. An example is that Chief Whitecape suggested the city's location to John Lake. Another example is that Indigenous people have been on this land for over 6000 years.

If you could conceder this idea, I think the Indigenous, people would be very happy. Thank for reading!

Sincerely,

Ethan

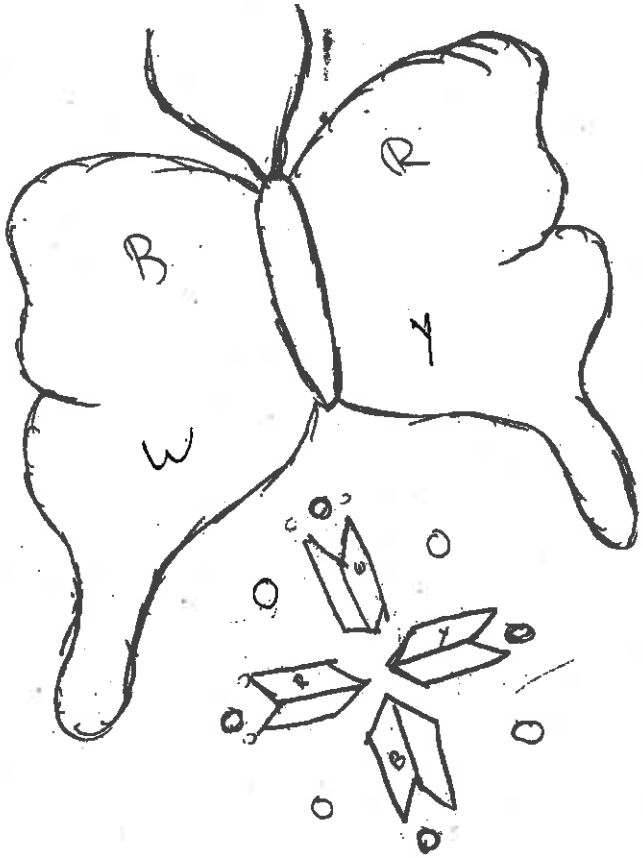
I want to rename the traffic Bridge The Truth and reconciliation.

The traffic Bridge should be called Tre so we can learn from our mistakes and not take children away from their parents. We learned about how the Bridge reached the two sides of the river and brought people together people who survived the residential schools era, must stay focused to change and you can't change the past. Stop this so we should name the traffic Bridge because you can't change the past.

The spot where the traffic bridge is, there where the ferry used to be and it was used frequently. It was the best place to connect with people on either side. That's also how the first nation couple met and got married. I think the traffic bridge should be called the Tre Bridge because Bridges welcomes people. Traffic could be sadly called Tre because traffic already has Tre.

The first nations were abused and wanted land in residential and we can't apologize enough and those who survived have to help them we could name something might help them feel better. I believe that the traffic bridge should be called Tre for those reasons.

Sincerely
Kat



Kai nim
Grade 7 student
Lawson Heights School
430 Rothesay Road
Saskatoon, SK
S7K 5H6
(306)-683-7340

April 3rd monday 2017

Dear,



Jersey Oosterlaken
grade 4 student
Lawson Heights School
430 redberry road
Saskatoon, SK
S7K 5H6

Monday April, 3rd

Dear Sir/Madame,

Our class is writing to you to rename the traffic bridge, the TRC bridge (Truth and Reconciliation). Our Class learned that the traffic bridge was the bridge that brought the two sides of Saskatoon together.

Our Class thinks it's a good idea to name it the TRC bridge because of what happened to the First Nations 150 years ago and when they were sent to residential schools and for all the things that happened to make them lose their culture and homeland.

Our class also think it's a great idea to name the bridge the TRC bridge is because we are righting Canada's wrong doings by naming the first car bridge after the first nations people

Sincerely,

Jersey Oosterlaken

Frederic Li
Grade 7 Student
Lawson Heights School
430 Redberry Rd.
Saskatoon Sk. S7K 5H6
(306) 683-1340

Tues, April 4, 2017

Dear Sir/Madam,

I am writing to request that the council reaname the new Trafic Brige the Truth and Reconcillation Brige (TRC Brige). The reason for this is because reasently, at school our class has been learning about First Nation's, treaties, and residential school. I think TRC is a good name because right beside the brige is a statue of John Lake and Chief Whitecap. The First Nations played a big role in Saskatoon's location. If it weren't for First Nations we might not be where we are right now. I hope you will give my letter a consideration. It will be a great way to remind us of how the First Nations have helped us.

Sincerely.

Frederic Li

Ashton
Grade 7 Student
Lawson Heights School
430 Redberry Road
Saskatoon, SK
S7K 5H6
(306) 683-7340
Monday, April 4 2017

Dear Sir or madame,

the traffic bridge has been around a long time. Its about time we change it. We should call it T.R.C. bridge (truth and reconcilation bridge) in honour of the Indigenous people. The reason we should do this is that they helped us long ago. They all fought in the war, Chief Whitecap helped john lake decide where to build Saskatoon. we should name the bridge as a thank you.

Sincerely,
Ashton

Wyatt Hunt
Grade 7 Student
Lawson Heights School
430 Redberry Road
Saskatoon, SK
S7K 5H6
(306)-683-7340

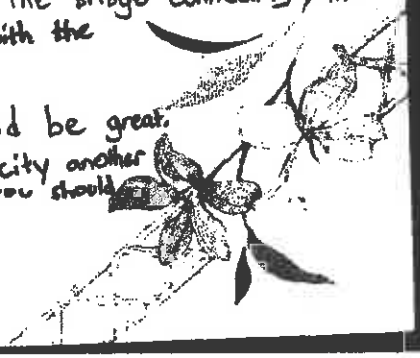
Tuesday, April 4 2017

Dear Sir or Madam,

I'm writing this letter to rename the Traffic Bridge to the TRC Bridge (truth and reconcilliation). As a class we have been learning about Residential Schools and righting Canada's wrongs. If you don't have anyone else wanting the Traffic Bridge renamed I don't see why you shouldn't name it the TRC Bridge.

In our class we did an inquiry project and talked about how we can right our wrongs, and truth and reconcilliation plays a big role. Renaming the bridge is a step in the right direction. Before the bridge was there, the city and land were divided, but the Traffic Bridge connected this city. The bridge connecting the sides represent us connecting back with the First Nations people.

Please Consider this option. It would be great. If you do go with this it's putting the city another step in the right direction. This is why you should rename it to the TRC Bridge.



Sincerely,
Wyatt

Rhyanna Corrigan
Grade 7 Student
Lawson Heights School
430 Redberry Road
Saskatoon, SK
S7K 5H6
(306)683-7340
April, 4, 2017

Dear Sir/Madam,

The Traffic bridge connected one side of the river to the other. I think we should name the Traffic bridge the truth and reconciliation bridge because we need to honour the First Nations people that were here before us and we never forget what happend. Forgive but never forget

I am not Metis or First Nations myself but I can speak up for the ones who cant. that what the goverment did was wrong. TO right this wrong we need to honour their culture and beliefs. I am only one person but joined together we can make a difference.

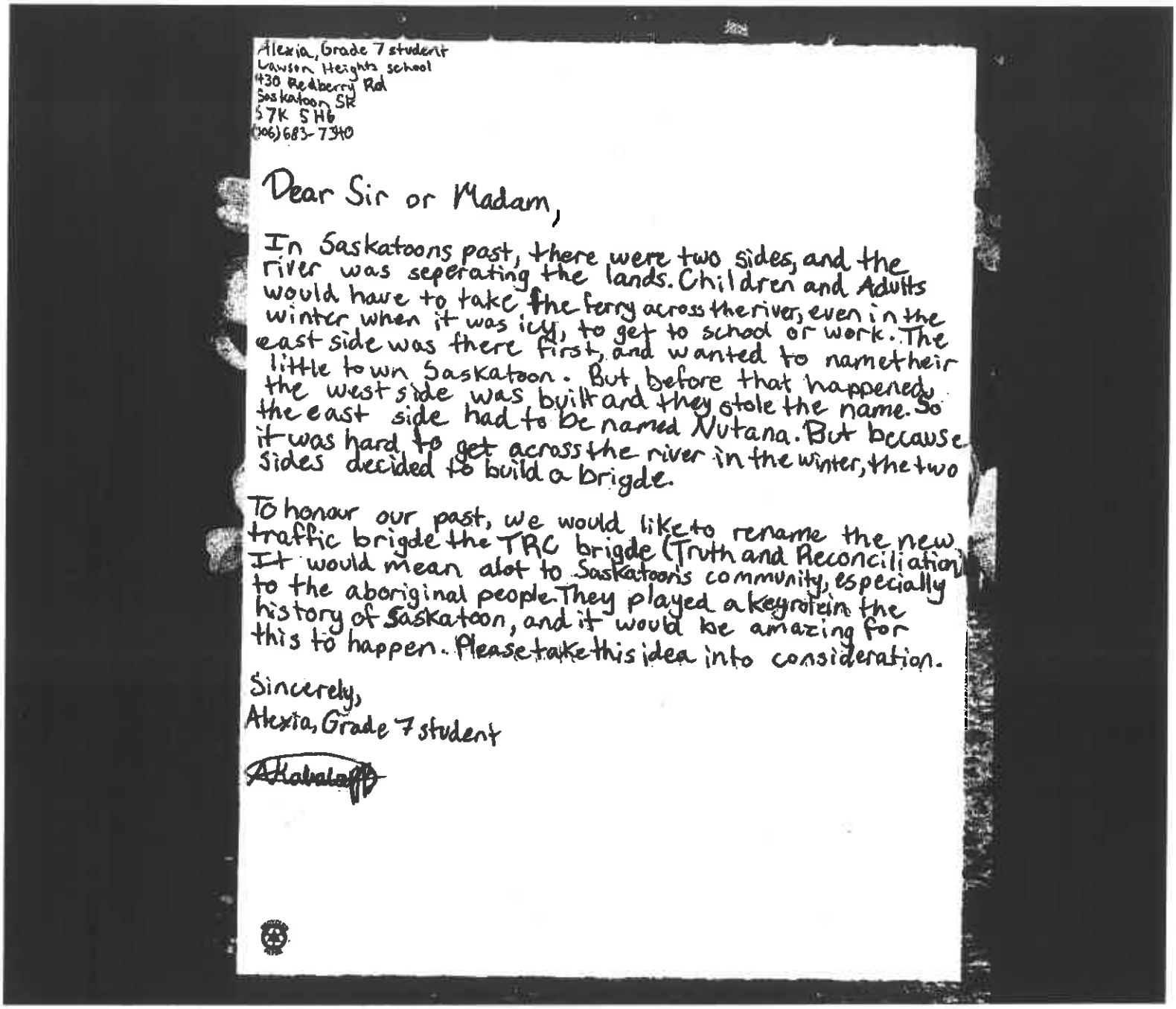
Naming this bridge TRC will mean so much because this is one step in the right direction. I am going to help by learning about this and telling and teaching others about this.

To judge someone on their skin colour or what they believe in is rong. If we were all the same it, would be boring. Being different is so cool because we can teach others different ways of seeing things.

Thats why I think we should name it TRC. I hope you will take these letters into consideration

Sincerely, your truly Rhyanna

Rhyanna Corrigan



Alexia, Grade 7 student
Lawson Heights school
430 Redberry Rd
Saskatoon SK
S7K 5H6
(306) 683-7340

Dear Sir or Madam,

In Saskatoons past, there were two sides, and the river was seperating the lands. Children and Adults would have to take the ferry across the river, even in the winter when it was icy, to get to school or work. The east side was there first, and wanted to name their little town Saskatoon. But before that happened, the west side was built and they stole the name. So the east side had to be named Nutana. But because it was hard to get across the river in the winter, the two sides decided to build a brigde.

To honor our past, we would like to rename the new traffic brigde the TRC brigde (Truth and Reconciliation) It would mean alot to Saskatoons community, especially to the aboriginal people. They played a key role in the history of Saskatoon, and it would be amazing for this to happen. Please take this idea into consideration.

Sincerely,
Alexia, Grade 7 student

[redacted]

Rename

The

Trestle

Bridge

FRC

Bridge

Yesha Sisodiya
Grade 7 student
Lawson Heights School
430 Redberry Road
Saskatoon, SK S7K 5H6
04/04/2017

Dear Sir/Madam,

Renaming the Traffic Brige means alot to me but from my point of veiw it deserves to be named the TRC (Truth and Reconciliation Bridge). The Dakota people use to cross over the bridge to go to the west side. That was where the ferry was and it helped them with their daily lives and so did the river.

The TRC Bridge is going to be a good name because it will not only honor the First Nations it will also help recover from the past. But you still can't undo the past and all the horrible things we've done. I believe it's a huge step in bringing peace with the F.N groups. We'r have done way more than the sixties scoop and Residential school.

Please consider our request in righting the wrong, don't just think we are a bunch of kids doing an assignment. It's a chance to bring peace and connect with the First Nations. Please think about this option.

Sincerley,
Yesha

Cooper Berg

Grade7 student

Lawson Heights school

430 Redberry road

Saskatoon sk

s7k 5h6

[306] 683 7340

Dear Sir/Madam

Why we should call the new bridge the truth and reconciliation bridge.

The reason why we should call it the truth reconciliation bridge is because First Nations culture is important to Canada. We really need to have a name that would be nice to everyone in Canada. We learned a lot about it in school and if we get a name like that for the bridge it would be awesome. I think that a lot of First Nations people would be happy if we named it the truth and reconciliation bridge. Although some people might protest it we would want that name. It would be awesome to name it the truth and reconciliation bridge. It would bring a lot of smiles to First Nations. You should put a statue of a residential school in front of the bridge. We also learned that Canada used to be not very nice to other countries. So please allow Saskatoon to have a nice/ new bridge to have to remember the past.

Sincerely Cooper Berg

Starla Krawczyk
Grade 7 student
Lawson Heights school
430 Redberry Road
Saskatoon, SK
S7K 5H6
(306)-683-7340

Dear Sir/Madam,

I'm writting to get the traffic Bridge to be renamed the truth and reconciliation Bridge or TRC Bridge for short.

I am a Metis person. Metis people were also affected by residential school. In residential school they lost their traditions, culture and language. Fortunately my Kokum did not lose her language and she was able to teach my mom and myself Cree.

The traffic Bridge made Saskatoon happen because the two sides of the river both wanted their name of the towns to be Saskatoon. One of the sides had to change their name so the east side changed their name to Nutana. When they build the traffic bridge they both agreed to make a city. This brought the city together, Naming the bridge TRC will hopefully bring FN and others together too.

Sincerly,

Starla Krawczyk

Alex g. kumka

Grade 7 student

Lawson heights elementary school

430 red berry road

Saskatoon sk

S7k 5h6

[306]-683-7340

Dear sir/madam

I would like to ask you to name the traffic bridge the trc [truth and reconciliation] bridge. because we made a treaty and said the fn [first nations] kids would get a good education but they got residential schools instead.so now we need to stand for the truth.

Another reason to call it the trc bridge is. Saskatoon was once split into two with only a rail road track to connect them. Then they came together in reconciliation.

The last reason we should call it trc bridge. Is we have to show future generations not too do residential schools again. That's why you should call the traffic bridge trc bridge

Sincerely Alex

Maria Jones

Grade 7 Teacher

Lawson Heights School

430 Redberry Road

Saskatoon, SK

S7K 5H6

Dear Sir or Madam,

I have been an elementary school teacher for the past 20 years. I believe that a quality education is not only the right of every child but the foundation for a happy life. This year I have had the opportunity to delve deeper into defining "quality education". My students and I have been studying Indian Residential Schools. While this program did provide a building and teachers, this system failed in educating the whole child. There was little attention paid to the physical, mental, spiritual and emotional wellbeing of these children. In fact, one could argue that the educators job was to "kill the Indian but keep the child".

I have presented the facts of Indian Residential Schools to my students. We have called this learning the TRUTH. My students now understand the deep impact that the isolation and assimilation of First Nation's children had on their families. They know that many systemic problems originated during this time. They now have the knowledge necessary to speak up for those whose lives were adversely affected through Indian Residential Schools.

The next step is RECONCILIATION. My students and I feel that making others aware of the Indian Residential Schools Settlement Agreement will lead to repairing these broken relationships. As part of our learning, we have studied the Truth and Reconciliation Commission (TRC) document. We feel that having a public space named after the TRC will be integral in continuing the discussion of Indian Residential Schools.

This is why our class is asking that you consider naming the Traffic Bridge the TRC (Truth and Reconciliation) Bridge. As we are building the new bridge, we can continue to build and strengthen relationships between survivors, families and communities.

Thank you for considering our request.

Maria Jones

Arthur white:

Grade 7 student:

Lawson heights school:

430 red berry road:

Saskatoon SK

S7K 5H6

306-683-7340

Dear sir/madam,

I am a first nation student and my grandparents lived on a reserve. They were affected by residential school. When I was 6 I was taken away for my mom and dad because my dad was drinking.

My mom and dad are both first nations. Because I am living safe house, I have lost my language and culture. My brothers Austin and Anthony have also lost their language and culture I rarely see my parents. Well I blame residential schools for the damage to my family

It would mean a lot to me if the bridge was renamed the truth and reconciliation bridge.

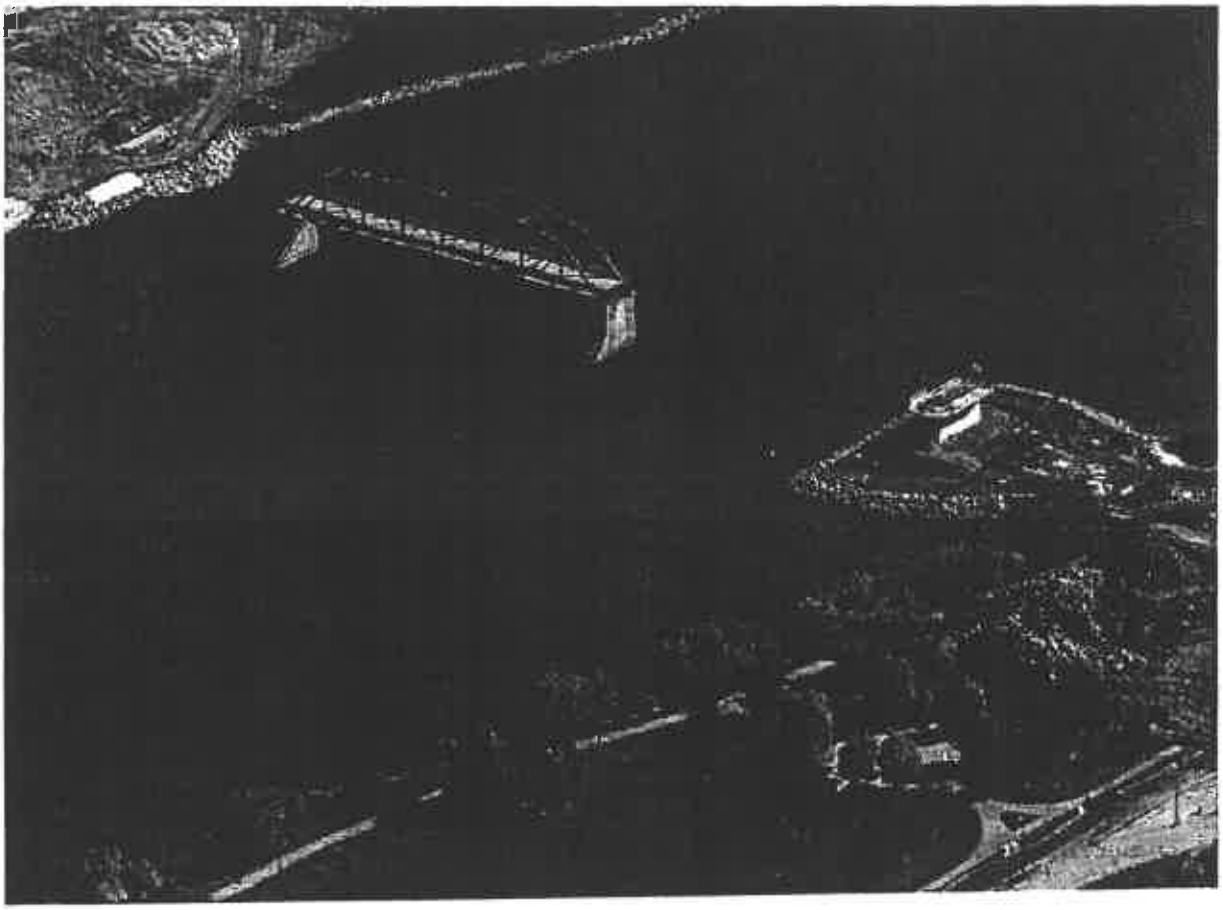
This would recognize the truth of my family and what happen to us. I hope for peace and reconciliation.

Arthur White:

Arthur white :)

(http://thestarphoenix.com)

GET THE APP
(HTTP://THESTARP
APP)



Viewpoint: Rename the Traffic Bridge as the Truth and Reconciliation Bridge

JULY 5, 2016 7:00 PM

The following in the viewpoint of Leon Thompson, an intergenerational residential school survivor, president of the Aboriginal Law Students Association, and nehiyaw (Cree) law student at the University of Saskatchewan.

The Traffic Bridge has stood over the waters of the South Saskatchewan since 1907. Before it was torn down, it started on the west side of the riverbank at River Landing.

At the traffic circle there, a statue of Chief Whitecap and John Lake depicts them taking in the view of the South Saskatchewan River valley along the Meewasin. The bridge was connected on the other side of the river to a street named after the monarch under whose name Treaty 6 was signed.

Today, between these two major components that helped to shape Saskatoon's history a lone span of the bridge remains, coming from nowhere and going nowhere. Its rusted body is perched upon weathered supports that are beaten back by time. This, I think, represents the relationship that Canada, until recently, has had with its Indigenous peoples.

City Councillor Darren Hill has suggested that the new north commuter bridge be named the in honour of the Truth and Reconciliation Commission's Calls to Action and, in particular, No. 79 of the recommendations. He wants to name the bridge so that Saskatoon can, "Participate in a strategy to commemorate Aboriginal peoples' history and contributions to Canada." This is not an ill-advised idea; there is nothing but genuine interest in responding to the calls to action and I thank Hill for pushing this into the spotlight.

Truth and Reconciliation are worthy goals, but to reach reconciliation we first must have truth.

It is not simply the truth that our elders had to tell — of the stories of sadistic suffering. What holds us back are the uncomfortable truths that we need to acknowledge. These are truths such as the fact that we are on stolen land, with bargain made and received being vastly different. Truths such as our understanding that the criminal justice system disproportionately affects Indigenous peoples, where a change in policy that could keep

young persons out of jail remains absent. Truths, like the fact that Indigenous people have been here the whole time.

When I am away from home and think of Saskatoon with only my memory to guide me, I see angular iron spans over slowly rippling waters. The former Traffic Bridge has become a de facto symbol of our home, so much so that we seek to replace it with a familiar look and a few modern additions.

The city has made a plan to make it work and our home will soon look more like I remember it, but renewed. That is why, rather than name the north commuter bridge, I would instead recommend renaming the replacement Traffic Bridge as the Truth and Reconciliation Bridge.

The bridge itself could be made into a teaching tool. It is ideally located, in that it will receive a fairly high pedestrian interaction from its placement at River Landing. Signs upon, under and around the bridge could discuss varying aspects of Indigenous history and contemporary issues.

Our histories are not simply replete with sorrow and despair; we are peoples with a rich and vibrant complexity of societies, culture and world view, of hunting, fishing and gathering practices, along with unique sports, ceremony and art. The knowledge exists. It resides with the traditional knowledge keepers who have earned the right to hold our history. It is accessible, if customary protocol is observed.

This does not require a grand redesign, merely signage. This could be the way that we go forward by acknowledging truth, in order to get to reconciliation.

The simple act of naming the bridge will not change hearts and educate minds. It will not heal the schisms we have in our respective communities. Naming something does not bring about reconciliation. What does is being exposed to the truth.

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Application for Funding Under the Heritage Conservation Program – Arrand Block (520 – 524 11th Street East)

Recommendation of the Committee

1. That funding be approved, to a maximum of $9,953.34 (amortized over three years), through the Heritage Conservation Program for the repair and restoration of the columns at 520 to 524 11th Street East;
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 August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department dated June 7, 2017 was considered. Your Committee was advised that the Municipal Heritage Advisory Committee also reviewed and supported the above proposed funding under the Heritage Conservation Program.

Attachment

June 7, 2017 Report of the General Manager, Community Services Department.

Application for Funding Under the Heritage Conservation Program – Arrand Block (520 - 524 11th Street East)

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 $9,953.34 (amortized over three years), through the Heritage Conservation Program for the repair and restoration of the columns at 520 to 524 11th Street East;
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 Arrand Block located at 520 to 524 11th Street East.

Report Highlights

1. The Arrand Block features a three-storey, classically-inspired brick apartment building, which was constructed in 1912 (see Attachment 1). The heritage value of the building resides primarily in its neoclassical architecture and its association with the Arrand family, who were prominent contractors and well-known concrete specialists in Saskatoon.
2. Funding is being requested for the repair and restoration of the balcony columns. The building qualifies for financial support under the Heritage Conservation Program.
3. This is the second application by the Arrand Block for incentives under the Heritage Conservation Program. The property owners for the Arrand Block previously received funding for the repair of a balcony in 2016.

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

Arrand Block

Built by the prominent James and Walter T. Arrand Contractors' Company during the city's 1910 to1912 building boom, the Arrand Block is unique in Saskatoon and its elegance reflects the fact that the builders intended to reside in the building themselves. The structure's neoclassical columns, which support ornate balconies, accentuate the unique design of the building.

As owners of one of Saskatoon's major construction companies, the Arrand cousins were contractors for several notable structures in the city, including the Broadway Bridge, the University of Saskatchewan's Memorial Gates, the Saskatoon School for the Deaf, and the former Capitol Theatre.

Retaining much of its original charm, the Arrand Block remains one of the few "boom time" apartment buildings from an era when many commercial and residential structures began to dominate Saskatoon's major streetscapes. The Arrand Block was designated as a Municipal Heritage Property in 1989.

Column Repair and Restoration

The property owners of the Arrand Block plan to undertake work to repair and restore the six large concrete columns on the building's façade. Many of the columns are experiencing chipping and cracking of both the paint and concrete (see Attachment 2). The proposed work includes:

a) paint removal;
b) concrete repair;
c) fiber mesh reinforcement; and
d) application of an acrylic primer and finish coat.

The Heritage Conservation Program provides funding for up to 50% of costs related to conservation of the heritage elements of the property. For this project, the owner qualifies for a maximum of $9,953.34 in the form of a grant amortized over a three-year period (see Attachment 3).

Funding History

This is the second application by the Arrand Block for incentives under the Heritage Conservation Program since its designation in 1989. In 2016, the property owners received $4,200 for the maintenance on the building's second floor west side balcony.

Options to the Recommendation

City Council could choose to deny the funding request; although, the project qualifies for funding under the Heritage Conservation Program.

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 $19,906.68, 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 three years ($3,317.78 annually) and will commence following completion.

The balance of the Heritage Reserve is $132,355.14; $29,368.24 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. Column Photographs
3. Arrand 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: Randy Grauer, General Manager, Community Services Department

S/Reports/2017/PD/MHAC – Application for Funding Under the Heritage Conservation Program – Arrand Block (520 to 524 11th Street East/lc

Photograph of Subject Property



Arrand Block (2015)

Source: City of Saskatoon

Column Photographs





Arrand Block - Cost Estimates

Item	Description of Work	Estimate
Columns	• Polymer base coat and acrylic finish over concrete base	$11,340.00
Trim	• Column crown trim top and bottom (polymer base coat plus acrylic finish)	$ 1,840.00
Base Plate	• Column base plate (polymer base coat plus acrylic finish)	$ 210.00
Fascia	• Deck fascia (polymer base coat plus acrylic finish)	$ 3,228.75
Ceiling	• Deck Ceiling (polymer base coat plus acrylic finish)	$ 2,340.00

Subtotal:	$18,958.75
Taxes (5%):	$ 947.93
Total Eligible Project Cost:	$19,906.68
50% of Costs (City Contribution):	$ 9,953.34
3 Years (Amortization):	$ 3,317.78

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Application for Funding Under the Heritage Conservation Program – Tupper House (518 11th Street East)

Recommendation of the Committee

1. That funding be approved, to a maximum of $10,000 (amortized over three years), through the Heritage Conservation Program for the structural work at 518 11th Street East;
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 requested to remit payment of the grant following completion of the project.

History

At the August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department dated June 7, 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

July 18, 2017 Report of the General Manager, Community Services Department.

Application for Funding Under the Heritage Conservation Program – Tupper House (518 11th Street East)

Recommendation

That this 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 $10,000 (amortized over three years), through the Heritage Conservation Program for the structural work at 518 11th Street East;
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 requested 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 restoration work to be performed at the Tupper House located at 518 11th Street East.

Report Highlights

1. The Tupper House is a Municipal Heritage Property in the neighbourhood of Nutana (see Attachment 1). This heritage home is valued for its eclectic, late Victorian architecture, with Queen Anne influences, and its association with, and contribution to, one of Nutana's historic streetscapes.
2. Funding is being requested for work to restore the structural integrity of the home's basement. The building qualifies for financial support under the Heritage Conservation Program.
3. This is the first application by the property owners of the Tupper House for incentives under the Heritage Conservation Program.

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. Properties also qualify for a refund of 50% of any building permit and development permit fees.

Report

Tupper House

Built in 1909, the Tupper House is a modest one-and-three-quarter-storey dwelling that exhibits eclectic, late Victorian styling, with Queen Anne influences. The character-defining elements of the Tupper House include its hipped roof with gabled dormers, bay front wall with a leaded stained glass window, and front door ornamentation with its Victorian "twist" doorbell. The Tupper House was designated as a Municipal Heritage Property in 2016.

Structural Work

The property owners of the Tupper House plan to undertake work to restore the structural integrity of the home's basement (see Attachment 2). Reinforcement work includes:

1) building a structural wall;
2) sealing foundation cracks; and
3) installing a sump pump.

The work being proposed will improve upon previous work that was completed in 2016 (prior to the home's heritage designation), which involved the installation of beams to add vertical support to the west and south walls.

The Heritage Conservation Program provides funding for up to 50% of costs related to restoration of the heritage elements of the property. Work necessary to restore structural integrity is also considered eligible. For this project, the owner qualifies for a maximum of $10,000 (including a permit fee rebate) in the form of a grant amortized over a three-year period (see Attachment 3).

Funding History

This is the first application by the property owners of the Tupper House for incentives under the Heritage Conservation Program since its designation in 2016.

Options to the Recommendation

This project qualifies for funding under the Heritage Conservation Program. The option exists for City Council to deny the funding request. In this case, further direction would be required.

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 $20,000. Under Civic Heritage Policy No. C10-020, this project would qualify for 50% of the eligible costs. Upon approval of the application, the amount of this grant will be amortized over three years ($3,333.33 annually) and will commence following completion of the project.

The balance of the Heritage Reserve is $132,355.14, of which $29,368.24 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

Upon determination of project completion, 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. Damaged Foundation Photographs (Excerpt of Engineer's Report)
3. Tupper 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

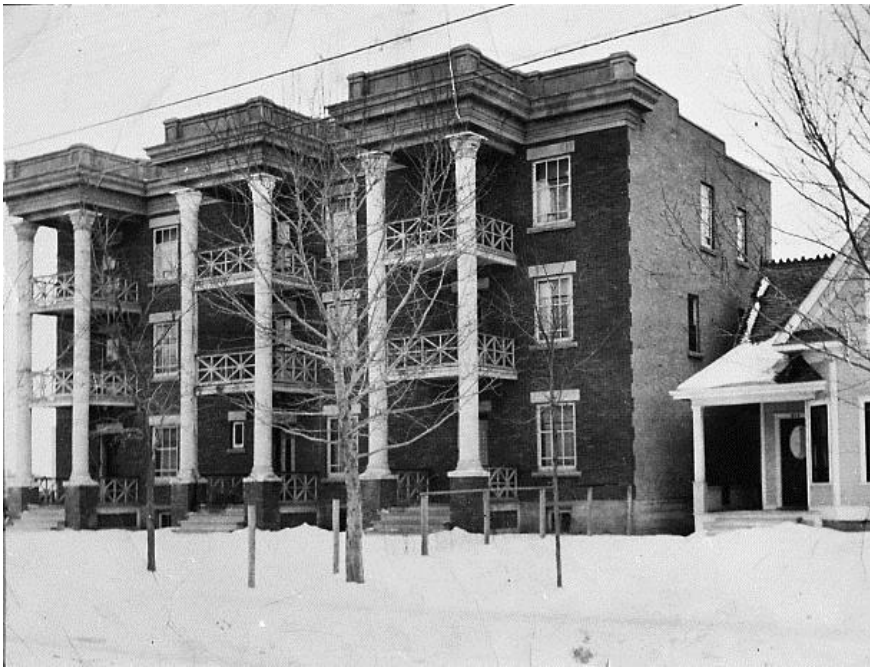
S/Reports/2017/PD/MHAC – Application for Funding Under the Heritage Conservation Program – Tupper House (518 11th Street East)/ks

Photographs of Subject Property



Tupper House (2016)

Source: Property Owner



Tupper House with Arrand Block (1920s)

Source: LH-3908

Damaged Foundation Photographs
(Excerpt of Engineer's Report)

Heritage Conservation Program – 518 11th St. E. – Work to Restore Structural Integrity

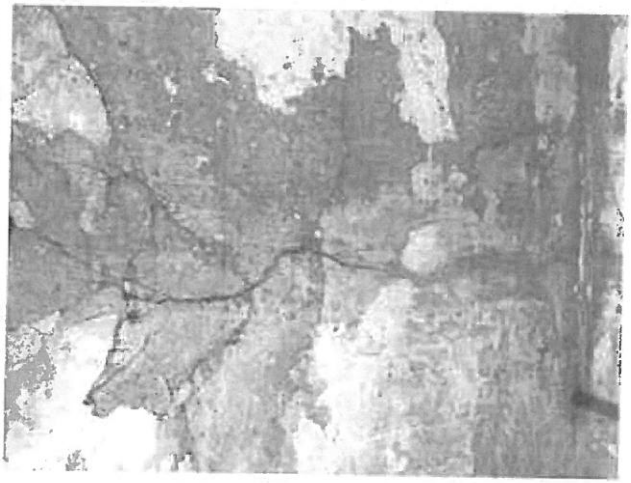
As detailed on the attached engineer's report, the work to be undertaken is required to repair the basement "that is cracked and has been forced inward." The reinforcement includes:

- Building a structural wall of 2x8 ACQ unincised pressure treated wood
- Sealing cracks with a mastic sealant and further sealed with concrete/polyethylene
- Installation of a sump pump to remove any water that may still penetrate the basement and cause further foundation problems

This improves substantially on work done in 2016 (prior to the house's heritage designation), which involved the installation of built-up beams to add vertical support to the west and south walls.

Sample photographs of the damaged foundation are included below.





Tupper House - Cost Estimates

Item	Description of Work	Estimate
Building Permit	• City of Saskatoon permit	$ 490.00
Concrete	• Supply and installation of concrete behind structural walls at window locations • Engineering	$2,340.00
Angle Iron	• Supply and installation of angle iron to support structural walls	$2,660.00
Framing	• Framing of exterior walls on east, west, and south walls	$5,740.00
Framing	• Framing of structural wall in front of concrete pony wall (north wall)	$1,440.00
Sump Pump	• Supply and installation	$2,450.00
Concrete Repair	• Patching of cracks in concrete	$ 765.00
Labour	• Labour fees	$3,165.00

Subtotal (Inc. Construction Fee):	$19,050.00
Estimated Taxes:	$ 950.00
Total Eligible Project Cost:	$20,000.00
50% of Costs (City Contribution):	$10,000.00
Three Years (Amortization):	$ 3,333.33

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Community Support (Officer) Program – Alternate Office Location

Recommendation of the Committee
That the information be received.

History
At the August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 14, 2017, was considered.

Attachment
August 14, 2017 Report of the General Manager, Community Services Department

Community Support (Officer) Program – Alternate Office Location

Recommendation

That the report of the General Manager, dated August 14, 2017, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide information on the possibility of relocating the head office of the Community Support Program (sometimes referred to as the Community Support Officer Program) to a space in the Lighthouse Supported Living Inc. building.

Report Highlights

1. The office space for the Community Support Program (CSP) must support the program and staff needs.
2. An office space in the Lighthouse Supported Living Inc. (Lighthouse) building is not considered an option for the CSP at this time.

Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life by ensuring Saskatoon is a safe, welcoming, and well-managed people place. This goal is supported through the CSP by reducing and preventing crime in the city, increasing public perceptions of safety, and identifying health and safety as top priorities.

Under the Strategic Goal of Quality of Life, the recommendation also specifically supports the long-term strategy to reduce and prevent crime and provide protective services in our Downtown core and neighbourhoods.

Background

The CSP was approved for permanent status at the September 28, 2015 City Council meeting. Additional resolutions were added during the City Council meeting, of which the following will be specifically addressed:

> "10. That the matter of the possibility of locating the Community Support Program head office in the Lighthouse be referred to the Administration to review with the Business Improvement Districts and the Lighthouse."

Report

<u>Community Support Program Office Location Must Support the Program and Staff Needs</u>

The CSP performs highly visible foot patrols in the core Business Improvement District (BID) areas, and works in conjunction with the area's businesses, community support organizations, and the Saskatoon Police Service in the delivery of its services.

Through the Street Activity Steering Committee, the program also provides information to the Safe Streets Commission to assist in identifying emerging trends and issues, as well as potential long-term solutions to issues arising on the street. The main duties of the Community Support Officers (CSO) are to:

a) assist community members in need by accessing relevant supports;
b) respond to requests regarding panhandling, loitering, public drunkenness, and other related activities;
c) enforce relevant municipal bylaws;
d) establish and facilitate partnerships with local businesses, residents, community support organizations; and the Saskatoon Police Service; and
e) provide support in the prevention of criminal activities.

Considerable thought and effort went into establishing an office location for the CSP when it was set up in 2012. A secure central office location was needed to offer respite to the staff and to support the CSO's work, particularly by foot and by vehicle, and to access all three BIDs in the program. It was critical to the program that it be seen as independent of any one organization. Although the program has grown and equipment has been added, the current CSP office space within the 23rd Street Bus Mall is still functioning adequately for the program.

Office Space in the Lighthouse Building is Not a Viable Option for the Community Support Program

The Executive Director of the Downtown BID and the Manager of the CSP researched the opportunity to relocate the CSP to an office in the Lighthouse building. This research included:

a) meeting with the Executive Director of the Lighthouse;
b) reviewing potential space within the west side of the Lighthouse building in an area currently not in use; and
c) meeting with the CSOs to determine current and future program needs and the viability of the Lighthouse site.

Although the Lighthouse building has a space larger than the current office space, the proposed space is in need of significant repairs. The space requires significant renovations, including upgraded wiring, internet connections, office furniture, drywall, and paint. The plumbing for water and washrooms has not been in use for many years and will need substantial upgrades. There was also concern that the CSOs may be perceived as part of the Lighthouse programming.

The current office is in a neutral location. The office space is in good condition and meets the needs of the team. The Administration is recommending that the Lighthouse building space not be considered for office space at this time as it does not meet requirements of the CSP. However, the subject of office space can be revisited as part of the comprehensive program review slated for the end of 2018.

Public and/or Stakeholder Involvement

The Street Activity Steering Committee, which includes the Downtown, Broadway, and Riversdale BID Executive Directors, was consulted and has reviewed this report.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Further follow-up/discussion on office space needs or location will be included in a comprehensive review of the CSP slated for December 2018.

Public Notice

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

Report Approval

Written by:	Elisabeth Miller, Senior Planner, Neighbourhood Safety
Reviewed by:	Lesley Anderson, Director of Planning and Development
Approved by:	Randy Grauer, General Manager, Community Services Department

S/Reports/2017/PD/PDCS – Community Support (Officer) Program – Alternate Office Location/ks/lc/dh

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

PotashCorp of Saskatchewan Inc. Contribution and Naming Rights Agreement

Recommendation of the Committee

1. That the key terms of the Contribution and Naming Rights Agreement between the City of Saskatoon and PotashCorp of Saskatchewan Inc. be approved as noted the August 14, 2017 report of the General Manager, Community Services; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the appropriate agreement under the Corporate Seal.

History

At the August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 14, 2017, was considered.

Attachment

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

PotashCorp of Saskatchewan Inc. Contribution and Naming Rights Agreement

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

1. That the key terms of the Contribution and Naming Rights Agreement between the City of Saskatoon and PotashCorp of Saskatchewan Inc. be approved as noted in the report; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the appropriate agreement under the Corporate Seal.

Topic and Purpose

This report provides an overview of the terms of the Contribution and Naming Rights Agreement with PotashCorp of Saskatchewan Inc. regarding PotashCorp Playland at Kinsmen Park.

Report Highlights

1. The Contribution and Naming Rights Agreement (Agreement) was created to recognize PotashCorp of Saskatchewan Inc. (PotashCorp) for the significant financial contribution to the development and construction of PotashCorp Playland at Kinsmen Park.

Strategic Goals

The Agreement, as outlined in this report, aids in meeting the Strategic Goals of Asset and Financial Sustainability and Strategic Goal of Quality of Life. The Quality of Life begins with the vision of "Saskatoon continues to grow and prosper, working with its partners and neighbours for the benefit of all." Creating great partnerships can create a lasting legacy for the benefit of the entire city.

The City of Saskatoon (City) has increased its revenue sources for the Kinsmen Park project through partnerships with the private sector. Citizens have access to facilities and programs that promote active living, while enjoying the natural beauty and benefits of parks, trails, and the river valley, which bring people together. The revitalized Kinsmen Park will continue to connect people in this fun and exciting environment.

Background

In October 2010, PotashCorp announced a significant sponsorship to revitalize Kinsmen Park.

The Kinsmen Park and Area Master Plan, which was approved by City Council in December of 2011, set forth a 25-year improvement process for the rejuvenation and redesign of the park.

In January 2014, City Council awarded the contract for the Kinsmen Park Phase One Construction to PCL Construction Management Inc.

PotashCorp Playland at Kinsmen Park (Facility) opened to the public on August 5, 2015. In 2016, the Facility opened for the season at the beginning of May, and during the 120-day operating season, approximately 210,800 ride tickets were used, averaging 1,750 ride tickets per day. In addition, thousands of citizens and visitors enjoy the extensive park play features each month, which are free to users.

Report

Key Terms of the Agreement

Key terms and conditions reflect the City's standard agreement, with the addition of the following:

1. PotashCorp, or any successor company or affiliate corporation, is recognized as the primary sponsor and shall have exclusive naming rights with respect to the Facility.
2. PotashCorp will contribute $7,500,000, plus all interest earned, to the development and construction of the Facility.
3. The term of the Agreement is 25 years, commencing August 1, 2015, and expiring December 31, 2040.
4. PotashCorp, or any successor company or affiliate corporation, shall have the right to change the name of the Facility and all related signage, subject to PotashCorp, or the successor or affiliate corporation, paying all costs associated with such a name change.
5. PotashCorp, or any successor company or affiliate corporation, shall have the right to have signage attached to the Facility, using the Facility name and logo.
6. In addition, PotashCorp shall have the right to use any displays to place advertising, signs, and other marketing materials.
7. PotashCorp acknowledges and agrees that third parties, or licensees, of the City may hold events at the Facility. PotashCorp agrees that the City and its licensees are permitted to hold such an event and post temporary signage, acknowledging the third party as a sponsor of the event.
8. PotashCorp acknowledges and agrees that its exclusivity is limited to naming the Facility and assorted marketing and advertising rights, as set out in the Agreement.
9. PotashCorp acknowledges and agrees that the City may accept or seek donations to facilitate the operation of the Facility or purchase pieces of

equipment from the Facility, and such donations would be recognized at the Facility.

10. The parties agree the various forms of signage, including any entrance, way finding, and/or interpretative signage, shall be designed and produced by the City and/or its vendors, and indicating the major sponsorship role of PotashCorp, or any successor company or affiliate corporation, and that the design, size, and location of such signage shall be agreed to by the parties.

On June 21, 2017, PotashCorp and Agrium Inc. announced that once the anticipated merger transaction closes, the new company will be named Nutrien. The regulatory review and approval process for the merger transaction continues, and the parties expect closure of the transaction to take place late in the third quarter of 2017. After the transaction closes, the Administration will continue to work with the new company, Nutrien, to rebrand the Facility and replace signage as necessary.

Options to the Recommendation

There are no options. This agreement allows a business relationship between the public sector and the private sector (PotashCorp), based on a significant financial contribution that is of mutual benefit to both parties. The Facility will provide PotashCorp a unique opportunity to increase community presence within Saskatoon. In turn, PotashCorp's contribution will provide enjoyment to many children and families as they play at the Facility.

Public and/or Stakeholder Involvement

PotashCorp has been involved in the process of drafting the terms and conditions of the Agreement. Due to the sponsorship amount and the longevity of the project, both parties have invested considerable time and due diligence in drafting the terms and conditions. As a result, the time necessary to finalize the terms of the Agreement has taken longer than expected.

Financial Implications

The contribution and naming rights sponsorship of $7,500,000 is a substantial contribution that was used to off-set capital expenditures of the Facility.

The operating costs associated with the Facility have been accounted for within the City's operating budget, with the ride features within the Facility achieving 100% cost recovery.

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, Open Space Programming and Development, 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/PDCS – PotashCorp Playland at Kinsmen Park Contribution and Naming Rights Agreement/ks/df

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

City Entrance Signs

Recommendation of the Committee

1. That the remaining four City Entrance Signs, proposed to be created as per the Highway Entrance Features Concept Plan, not be constructed;
2. That $374,229.74 be returned to the Reserve for Capital Expenditures; and
3. That funding continue to be provided to maintain the existing City Entrance Signs.

History

At the August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 14, 2017, was considered.

Your Committee supports the above recommendations and is also requesting that the Administration report with a reduced scope sign option, including visuals, that would be done in-house, with each location itemized. It is intended that the Administration will bring forward a separate report on this aspect to the August 28, 2017 City Council meeting.

Attachment

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

City Entrance Signs

Recommendation

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

1. That the remaining four City Entrance Signs, proposed to be created as per the Highway Entrance Features Concept Plan, not be constructed;
2. That $374,229.74 be returned to the Reserve for Capital Expenditures; and
3. That funding continue to be provided to maintain the existing City Entrance Signs.

Topic and Purpose

The purpose of this report is to provide an overview and determine the future of the City Entrance Sign program.

Report Highlights

1. Although the City Entrance Signs have been well received by the community, the future of the project needs to be considered.
2. The remaining signs are estimated to cost $200,000 each to construct, with an additional $3,000 annually for maintenance.
3. The Administration is recommending that the remaining four proposed signs not be constructed, and that the existing City Entrance Signs continue to be maintained.

Strategic Goal

This initiative supports the City of Saskatoon's (City) Strategic Goal of Economic Diversity and Prosperity by collaborating with external partners to promote Saskatoon.

Background

In 2001, the City Administration commissioned Crosby Hanna & Associates to prepare a "Highway Entrance Features Concept Plan" (Concept Plan). The approved Concept Plan proposed entrance signs involving large primary signs, smaller secondary signs, as well as overpass signs, all displaying the "Saskatoon Shines" community brand. The project was assigned to the Urban Design Section for implementation of the proposed entrance signs.

In 2004, the first City Entrance Sign was constructed on Airport Drive, in partnership with the Saskatoon Airport Authority. In December 2006, the second City Entrance Sign was constructed along Highway 11 South, leading into Saskatoon from Regina. With a capital budget of $160,000, the Urban Design Section designed the sign and led the construction and installation of the City Entrance Sign project. Four additional primary signs have since been installed along Highway 16 Northwest (from Edmonton),

Highway 16 Southeast (from Winnipeg), Highway 11 North (from Prince Albert), and Highway 7 West (from Calgary). Funding for the construction of the City Entrance Signs is from the Reserve for Capital Expenditures.

The Concept Plan also recommended overpass signs wherever opportunities were available. Two such signs have been constructed: the Blairmore Pedestrian Overpass Bridge, and a ground-oriented sign at the College Drive overpass. See Attachment 1 for a map showing the existing and proposed City Entrance Sign locations.

Report

Future of City Entrance Signs

There are four additional City Entrance Signs proposed as part of the Concept Plan that have not yet been constructed. The proposed locations include Highway 219 South (Lorne Avenue), Highway 5 East, Highway 14 West, and along Valley Road. Highway 12 North was also discussed in the Concept Plan, but overpass signs were recommended along this highway. Total funding of $380,406.93 has previously been approved for three of the signs:

- Highway 5: Budget of $145,001.31, with $2,758.71 spent to date;
- Highway 14: Budget of $100,000.00, with no funds spent to date; and
- Highway 12: Budget of $135,405.62, with $3,418.48 spent to date.

The City Entrance Signs have been well received. The Urban Design program has received positive input from the public, receiving complaints only when damage occurred to the signs. However, the cost to construct and maintain the City Entrance Signs has increased over what was originally budgeted. There has also been difficulties in securing land for the remaining proposed signs, and a lack of resources in the Urban Design program to manage the project has led the Administration to consider the future of the City Entrance Signs.

In summary, the high volume entrance highways have been highlighted with new signs. Further highway entrance signs would have diminishing returns.

Construction and Operating Costs

The most recent City Entrance Sign was constructed along Highway 7 West, and was completed in 2014. The final cost of this sign was $134,000. The Administration estimates the construction cost would now be approximately $200,000 per sign, resulting in $800,000 (2017 rates) to construct the remaining four proposed City Entrance Signs.

The overhead sign on the Blairmore Pedestrian Overpass Bridge was installed in late 2009 at a total cost of $105,500. This amount included the cost to upgrade the sign to address brightness concerns. The Administration estimates the construction cost for each overhead-overpass sign would be approximately $110,000, and $80,000 for the ground-oriented overpass signs.

Land for the existing City Entrance Signs has been either purchased or leased. In one location, a 0.10 acre parcel of land was acquired at a cost of $1,200.00, plus an additional $7,030.50 to subdivide and register the parcel. Where land is leased, the cost is approximately $1.00 per year; therefore, no significant cost respecting the land. However, in some cases, it has been difficult to secure an appropriate site.

Maintenance and operating costs are funded annually with a $24,500 contribution from the mill rate. These costs include bulb replacement, electrical component replacement, power consumption, repair to signs damaged by accident or vandalism, lease of property on which the signs are located, and landscape maintenance where landscaping is included.

Options for the City Entrance Sign Project

The Administration has identified four options for consideration in determining the future of the City Entrance Sign project:

1. Any or all of the remaining four proposed City Entrance Signs may be constructed. The construction cost would be approximately $200,000 per sign, with an annual maintenance expense of approximately $3,000.
2. A scaled-down version of the City Entrance Signs may be developed. This option would involve low maintenance landscaping and a more modest sign featuring the community brand. It is estimated that the cost per sign could be reduced to approximately $100,000, with an annual maintenance cost of $2,000.
3. The remaining four proposed City Entrance Signs may be cancelled, and efforts could focus on smaller walkway and ground-oriented overpass signs. These signs could be similar to the walkway sign on 22nd Street in the Blairmore neighbourhood, or on the ground level of the overpass on College Drive. The overhead and ground-oriented overpass signs would cost approximately $80,000 to $110,000, with maintenance costs of approximately $500 annually.
4. Do not construct additional City Entrance Signs, but continue the current level of annual funding to ensure the existing signs are maintained for their full lifespan. By discontinuing the program, the City would save approximately $800,000 in future construction costs, plus up to $3,000 annually per sign. Furthermore, there would be cost savings related to securing land and managing the construction project.

The Administration is recommending Option 4 due to the cost savings for the City. If Option 4 is supported by City Council, a total of $374,229.74 would be returned to the Reserve for Capital Expenditures, available for possible reallocation to other projects.

Public and/or Stakeholder Involvement

The Administration will directly notify key stakeholders, such as Tourism Saskatoon and the Saskatoon Airport Authority, of the decision regarding the future of the City Entrance Sign program.

Options to the Recommendation

City Council has the option to:

i) support construction for any or all of the four remaining signs originally proposed;
ii) request development of a modest version of an entrance feature;
iii) request that the project focus on overhead and ground-oriented overpass signs; or
iv) do not construct additional City Entrance Signs.

If City Council requests additional entrance features, the Administration would need to identify staff resources before a capital budget request could be submitted.

Financial Implications

The Administration has determined there would be financial savings of up to $800,000 by not constructing the remaining four proposed City Entrance Signs, as well as up to $3,000 per sign in annual maintenance costs. The annual budget of $24,500 would continue to be required for the maintenance of the existing signs.

Three City Entrance Signs have previously been approved through capital budget requests, but the signs have not been constructed at this time. The total funding approved to date is $374,229.74. If City Council decides to not construct new City Entrance Signs, this money would be returned to the Reserve for Capital Expenditures, and future capital budget requests pertaining to this program would not proceed.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

There will be no further reports on this matter.

Public Notice

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

Attachment

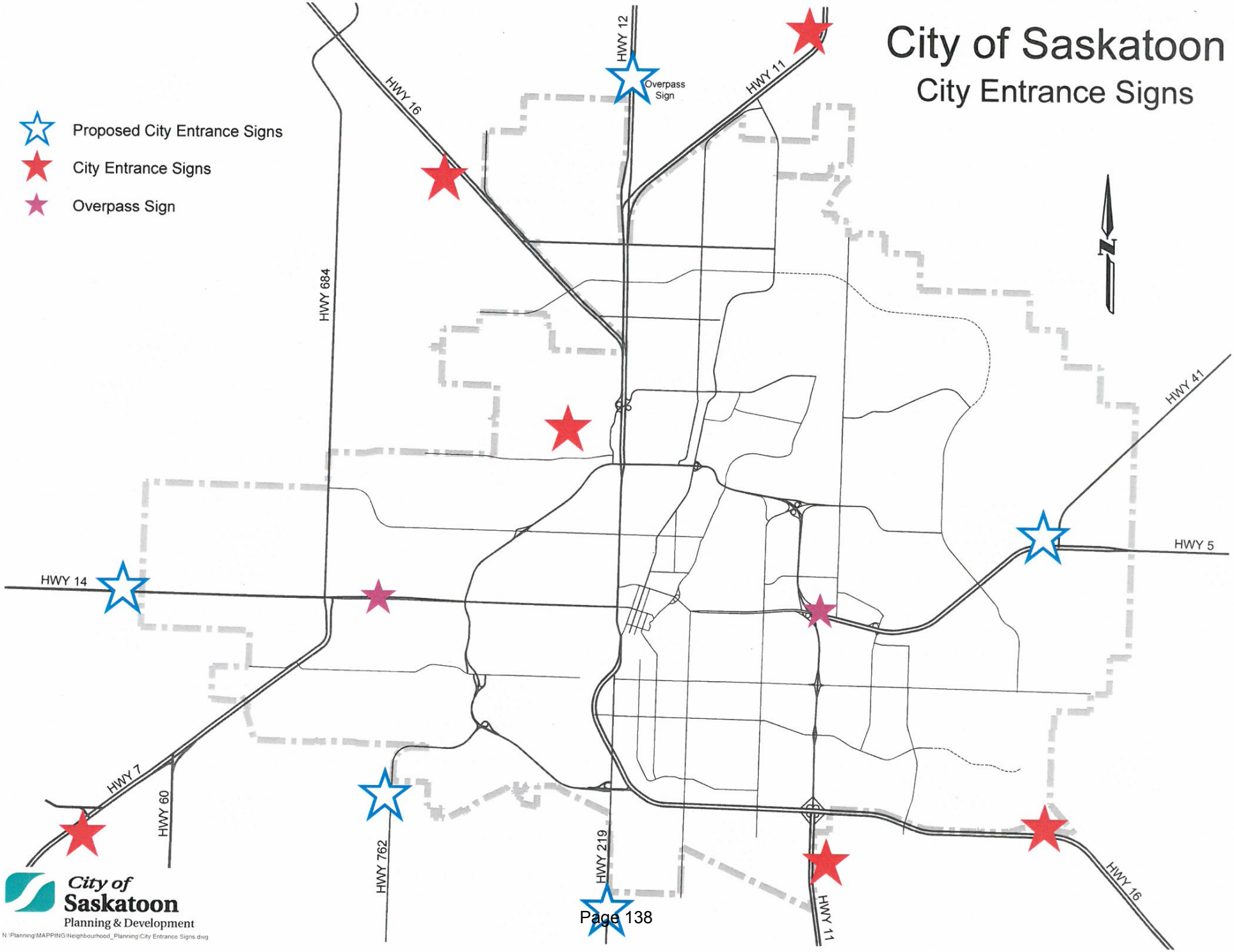
1. Plan of Existing and Proposed City Entrance Signs

Report Approval

Written by: Paul Whitenect, Manager, Neighbourhood Planning Section
Reviewed by: Lesley Anderson, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

S\Reports\2017\PD\PDCS – City Entrance Signs\ks

Plan of Existing and Proposed City Entrance Signs **ATTACHMENT 1**



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Innovative Housing Incentives – Mortgage Flexibilities Support Program – Proposed Amendment to the Innovative Residential Investment Inc. 2017 Bundled Project

Recommendation of the Committee

1. That an additional site, located at the corner of Lewin Way and Lewin Crescent (address to be assigned), be added to the Innovative Residential Investment Inc. bundled project under the City of Saskatoon's Mortgage Flexibilities Support Program; and
2. That the City Solicitor be requested to prepare the necessary incentive and tax sponsorship agreements, and that His Worship the Mayor and the City Clerk be authorized to execute these agreements under the Corporate Seal.

History

At the August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 14, 2017, was considered.

Attachment

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

Innovative Housing Incentives - Mortgage Flexibilities Support Program – Proposed Amendment to the Innovative Residential Investment Inc. 2017 Bundled Project

Recommendation

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

1. That an additional site, located at the corner of Lewin Way and Lewin Crescent (address to be assigned), be added to the Innovative Residential Investment Inc. bundled project under the City of Saskatoon's Mortgage Flexibilities Support Program; and
2. That the City Solicitor be requested to prepare the necessary incentive and tax sponsorship agreements, and that His Worship the Mayor and the City Clerk be authorized to execute these agreements under the Corporate Seal.

Topic and Purpose

The purpose of this report is to make additional units available at a townhouse site in the Stonebridge neighbourhood under the Mortgage Flexibilities Support Program.

Report Highlights

1. Construction and marketing of the Innovative Residential Investment Inc. (Innovative Residential) bundled project is progressing on schedule.
2. Innovative Residential is proposing to add an additional site to their bundled project to provide home buyers with more choices.
3. Additional capacity is not being requested to support the additional site.

Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life by increasing the supply and range of affordable housing options.

Background

At its March 27, 2017 meeting, City Council designated 59 affordable housing units to be built under the Mortgage Flexibilities Support Program (MFSP) as a bundled project that included three sites, 720 Baltzan Boulevard, 250 Akhtar Bend, and 620 Cornish Road. These 59 units were in addition to 32 units designated under the MFSP in 2016 at these same sites. These three sites also included 91 entry-level units that have no financial assistance from the City, for a total of 182 units.

Report

Construction and Marketing for the Bundled Project is on Schedule

A number of the housing units in the Innovative Residential bundled project are now complete or have been pre-sold. It has been determined that there is a greater need under the MFSP for townhouse units in the Stonebridge neighbourhood.

Innovative Residential is Proposing to Add an Additional Site to the Bundled Project

Innovative Residential has requested that an additional site be added to their bundled project under the MFSP to make additional townhouse units available in the Stonebridge neighbourhood. The new site is located at the corner of Lewin Way and Lewin Crescent (address to be determined) in the Stonebridge neighbourhood (see Attachment 1).

The new site includes a total of 38 stacked two- and three-bedroom townhouse units with surface parking. The two-bedroom units will sell for $210,000 to $219,000, and the three-bedroom units will sell for $280,000 to $299,000. The three-bedroom units do not include a garage, and therefore, are priced approximately $10,000 lower than similar units with garages, providing buyers with a less expensive three-bedroom option.

Additional Capacity is Not Required to Support the Additional Site

Innovative Residential is not requesting additional capacity under the MFSP to support this new site. The 59 units previously approved for the bundled project will now be split among four locations, totalling 220 units available to MFSP buyers, providing added choice in location, size, and style. Units not receiving MFSP support will be sold to entry-level buyers without assistance from the City.

Previously approved conditions for this bundled project will remain in place, including:

1) no more than 33 MFSP units will be sold in 2017;
2) no more than 50% of the units at any one site will be sold under the MFSP; and
3) no more than 60% of these 59 units will have three bedrooms.

Innovative Residential will contribute 3% toward the down payment grants, and the City will contribute 2%, as was previously agreed. The City's contribution of $321,500, previously allocated for this bundled project, is still sufficient to support 59 units. Innovative Residential, in partnership with the National Affordable Housing Corporation, may provide tax sponsorships from their own resources to buyers who require assistance to qualify for a mortgage.

Options to the Recommendations

City Council could choose to not approve the recommendations in this report. Further direction would then be required.

Public and/or Stakeholder Involvement

Public or stakeholder involvement is not required.

Financial Implications

There are no added financial implications. The funding of $321,500 previously allocated to this bundled project remains sufficient to support down payment grants for 59 units.

Other Considerations/Implications

There are no policy, environmental, privacy, or CPTED implications or considerations; a communication plan is not required as the builders are responsible for marketing MFSP projects.

Due Date for Follow-up and/or Project Completion

The housing projects are scheduled to be complete by December 31, 2018.

Public Notice

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

Attachment

1. Innovative Residential Bundled Housing Project: Additional Site and Townhouse Renderings

Report Approval

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

S/Reports/2017/PD/PDCS – Innovative Housing Incentives – MFSP – Proposed Amendment to the Innovative Residential Investment Inc. 2017 Bundled Project/ks

Innovative Residential Bundled Housing Project: Additional Site and Townhouse Renderings



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STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Award of Contract – Transit Villages Concept Plans Request for Proposals

Recommendation of the Committee

1. That the award of contract for the provision of planning services to complete the Transit Villages Concept Plans planning and design services to Dialog, in partnership with Watt Consulting Group and Colliers International, for a total contract amount not to exceed $350,000, including taxes and disbursements, be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

History

At the August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 14, 2017, was considered.

Attachment

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

Award of Contract – Transit Villages Concept Plans Request for Proposals

Recommendation

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

1. That the award of contract for the provision of planning services to complete the Transit Villages Concept Plans planning and design services to Dialog, in partnership with Watt Consulting Group and Colliers International, for a total contract amount not to exceed $350,000, including taxes and disbursements, be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to obtain approval to award the contract to Dialog, in partnership with Watt Consulting Group and Colliers International, for the provision of planning services to complete the Transit Villages Concept Plans' planning and design, a component of the Corridor Growth Program of the Growth Plan to Half a Million.

Report Highlights

1. External planning services are recommended to complete the planning and design of all aspects related to the preparation of the Transit Villages Concept Plans.
2. There are constraints associated with delivering this project in accordance with the Public Transit Infrastructure Fund (Infrastructure Fund) deadlines.
3. The allotment of a healthy contingency is necessary within the contract to allow for potential engagement activities that may become necessary. A contingency is also proposed to cover any unforeseen works that may arise through the collaborations necessary to integrate delivery of this project with other City of Saskatoon (City) projects under the Growth Plan to Half a Million (Grown Plan).
4. A contract awarded to Dialog, in partnership with Watt Consulting Group and Colliers International, is recommended for planning and design services to complete the Transit Villages Concept Plans at a total contract amount not to exceed $350,000, including taxes and disbursements.

Strategic Goals

This report supports the City's Strategic Goals of Sustainable Growth and Moving Around by furthering the implementation of the Growth Plan. This report also supports the Strategic Goal of Asset and Financial Sustainability by ensuring that project

expenditures are eligible for approved federal funding support through the Infrastructure Fund.

Background

Effective September 15, 2016, several Growth Plan projects received approval for federal funding support through Phase 1 of the Infrastructure Fund. The combination of City and federal funding brings the total amount of the City's eligible Infrastructure Fund projects dedicated to infrastructure design to $7.6 million.

At its May 23, 2017 meeting, City Council approved a recommendation authorizing the Administration to issue three Requests for Proposals required for the Infrastructure Fund projects: Bus Rapid and Conventional Transit Planning, Design, and Engineering Services; Transit Villages Concept Plans; and Growth Plan Engagement. The approval gives direction to proceed with a similar procurement approach for other potential components of work funded through the Infrastructure Fund. The rationale for this approach is as follows:

The Administration has determined that procuring external support through competitive Requests for Proposals is the appropriate delivery method for the projects described above, based on a number of factors, including:

a) regulated requirements of the work;
b) capacity of existing staff to perform the work;
c) requirement of specialized services;
d) expected timeline of delivery;
e) frequency of need of the required expertise; and
f) cost of the expected scope of work.

The most significant factor necessitating the Request for Proposals approach is the Infrastructure Fund program rule for eligible expenditures, which states that the City must conduct a competitive tendering process for all projects and/or portions of projects exceeding $100,000 in eligible expenditures unless otherwise agreed to by the Government of Saskatchewan. See Attachment 1 for the detailed rationale for all of these factors.

Report

External Planning Services

This project is aimed at delivering the planning and design services necessary to develop Transit Villages Concept Plans that incorporate a wide range of land uses for the immediate areas adjacent to key station locations on the Bus Rapid Transit line. These planning services will encompass a number of potential deliverables that include:

a) the intensification and diversification of land uses, including the proposed mix of uses, building heights and densities;
b) input into the potential locations for the Bus Rapid Transit station including access and egress route options, in collaboration with the City and the

consultant responsible for the Bus Rapid Transit planning and design; and a park and ride feasibility study and strategy;

c) place-making design principles and strategies, including an overall design theme for each location, and a detailed design for an integrated bus transit system;
d) public gathering spaces designed for all seasons;
e) pedestrian and cycling connections and infrastructure;
f) rainwater, snow, and site drainage management systems and approaches;
g) opportunities to incorporate green building technologies into new and existing buildings;
h) traffic impacts/analysis for each of the concept plans;
i) phasing options and plan;
j) development feasibility/analysis; and
k) recommended policy, regulatory, and development guidelines.

The Administration is recommending that this project not be completed in-house. This project requires extensive specific understanding, knowledge, and experience in transit-oriented development, as well as bus rapid and conventional transit planning, design, and economics in North America. Given that this type of expertise is rarely required by the City, the Administration does not have staff with the level of expertise required to successfully deliver this project in the required time frame. Through a competitive process, the Administration has identified that Dialog has significant experience in this field.

Contingency

Due to the necessity for alignment of this project with other Growth Plan initiative projects, other major City projects, and the need for Dialog to collaborate with the City and other stakeholders on various aspects of design throughout the life of this project, an additional $36,166 (11.5%) of the submitted budget is being proposed as a contingency. This will provide the City the opportunity to commission additional unforeseen work items that may arise from the collaborative work needed from this and other Growth Plan projects in order to deliver the best results for the City, within the time constraints of the project.

Contract with Dialog

On June 15, 2017, the Administration posted a Request for Proposals on the SaskTenders website to identify the most qualified proponent capable of completing this work, and five proposals were received. See Attachment 2 for a summary of the proposals received.

Based on the evaluation criteria and the evaluation process included in the Request For Proposals, Dialog, in partnership with Watt Consulting Group and Colliers International, was identified as the highest scoring, and as such, the preferred proponent. The

Administration is recommending that the City enter into an agreement with Dialog to provide the planning services necessary to complete planning and design of all aspects related to the Transit Villages Concept Plans.

Options to the Recommendation

City Council could choose to not approve the award of contract; further direction would then be required.

Public and/or Stakeholder Involvement

Stakeholder consultation is a part of the responsibility of Dialog during this project. Dialog will be supported by the City's Communications Division, as well as their external engagement service provider, O2 Planning + Design, approved by City Council in July 2017. Dialog will provide all technical material, appropriate representation, and support for all stakeholder engagement and communication events, which will be driven by the City and its engagement service provider. Stakeholder engagement at various levels will occur throughout the life of this project, for which, Dialog will have shared responsibility.

Communication Plan

Subject to City Council approval of the recommendations of this report, a News Release will be issued to the public, communicating relevant information regarding the decision and the project.

A broader communication plan for the Growth Plan Implementation Plan is being developed and will integrate the various initiatives, including the Transit Villages Concept Plans. Communication activities will generally be coordinated by the City's Communication Division with the input from relevant divisions and service providers contracted to support the Growth Plan projects.

Financial Implications

Capital Project No. 2541-02 Growth Plan to Half a Million Implementation for Secondary Plan Process and Corridor Redevelopment contains sufficient funding for this contract.

A breakdown of the total proposed contract amount is as follows:

Description	**Amount**
Cost to deliver this project	$313,834
Contingency to deliver unforeseen works or engagement	$ 36,166
Total	**$350,000**

Environmental Implications

A more efficient transit system has the potential to reduce fuel consumption, greenhouse gas emissions, and air pollution associated with personal vehicle use versus utilizing public transportation across the City. Furthermore, the intensification

and diversification of land uses at key Bus Rapid Transit stations will also make more efficient use of existing infrastructure and encourage walking and cycling.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Administration will prepare future reports with project updates at key project milestones. Once initiated, the project is expected to be completed within 12 months.

Public Notice

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

Attachments

1. Rationale for Request for Proposals for Growth Plan Initiatives
2. Proponent Summary

Report Approval

Written by:	Jason Sick, Senior Planner, Planning and Development
	Jim Charlebois, Senior Planner, Planning and Development
Reviewed by:	Lesley Anderson, Director of Planning and Development
Approved by:	Randy Grauer, General Manager, Community Services Department
	Randy Grauer, Acting City Manager

S/Reports/2017/PD/PDCS – Award of Contract – Transit Villages Concept Plans Request for Proposals/lc/df/ks

Rationale for Request for Proposals for Growth Plan Initiatives

Factor	Rationale
a) Regulated requirements of the work.	The rules for eligible expenditures under the Public Transit Infrastructure Fund (Infrastructure Fund) program state that the City must conduct a competitive tendering process for all projects and/or portions of projects exceeding $100,000 in eligible expenditures unless otherwise agreed to by the Government of Saskatchewan. Some internal staff time may be considered to be eligible expenditures under the program; however, the rules, as the Administration understands them, do not generally support the completion of the Infrastructure Fund projects using internal resources.
b) Capacity of existing staff to perform the work. c) Requirement of specialized services. d) Expected timeline of delivery. e) Frequency of need of the required expertise. f) Cost of expected scope of work. g) Availability of technology in-house.	Implementing the Growth Plan represents work in new areas of business, and/or at service levels beyond the current level of staff resources. While many aspects of the Growth Plan will eventually be operationalized, the above work is anticipated to be primarily temporary in nature. Also, some portions of the work require specialized knowledge, experience, and/or technology that the City does not necessarily have or require on an ongoing basis. Procuring these services through competitive Request for Proposals enables the timely and cost-effective delivery of these projects while maintaining appropriate long-term staffing levels.

ATTACHMENT 2

Summary of Proposals

Lead Consultants	Sub-Consultants
B&A Planning Group (Calgary, AB)	• ParioPlan Inc. (Edmonton, AB) • Associated Engineering (Saskatoon, SK) • Colliers International (Vancouver, BC)
Dialog (Toronto, ON)	• Watt Consulting Group (Calgary, AB) • Colliers International (Vancouver, BC)
IBI Group (Vancouver, BC)	• Gehl (San Francisco, CA) • Integral Group (Vancouver, BC) • Coriolis Consulting Corp. (Vancouver, BC) • Access Planning Ltd. (Vancouver, BC) • Bunt & Associates Engineering Ltd. (Vancouver, BC)
Urban Strategies Inc. (Toronto, ON)	• Parsons (Calgary, AB) • Watson & Associated Economists Ltd. (Mississauga, ON) • Integrated Designs Inc. (Saskatoon, SK) • Zu (Saskatoon, SK)
WSP Canada (Saskatoon, SK)	• Greenberg Consultants Inc. (Toronto, ON)

EXISTING BUILDING STOCK ASSESSMENT

A number of newer buildings on the mall site will likely remain for the foreseeable future but some could be expected to redevelop over the short to medium term.

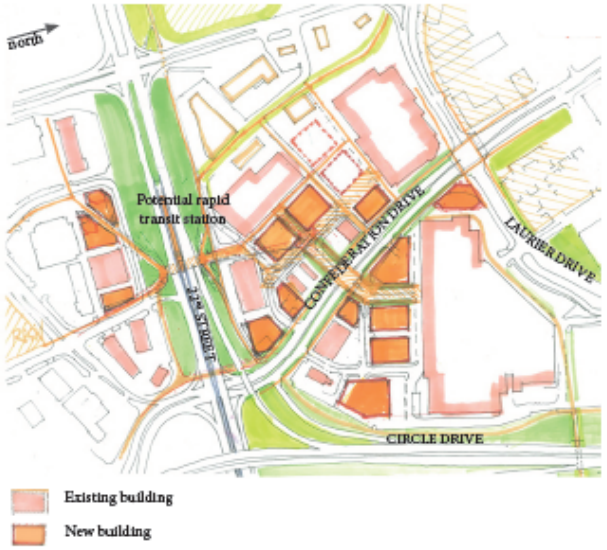


INCREMENTAL REDEVELOPMENT

There are opportunities to intensify uses along Confederation Drive and therefore create a more compact, attractive 'retail high street'



Mall sites across North America are redeveloping as the existing buildings age and property values increase. Over the longer term it is possible that development pressure will make infill on the Confederation Suburban Centre site more feasible. This could result in an estimated 3,280 - 5,580 dwelling units and up to 120,400 m² of commercial space.



	FAR	Com. m²	DU
Existing (Built)	0.32	92,000	-
Max (Existing Zoning)	0.5	141,800	-
Medium (New Zoning)	1.25	92,000	3,280
High (New Zoning)	2.0	120,400	5,580

Table 2.08 - Confederation Suburban Centre Infill Potential

Principles for Redevelopment of Existing Mall Sites

The following principles should guide the retrofit of existing mall sites to ensure they support transit use, walkability and vibrant communities.

1. **STRENGTHEN / ENHANCE RETAIL**

   Look for opportunities to create a high quality shopping experience by creating a unique sense of place that is attractive to pedestrians

2. **CREATE STRONG CONNECTIONS**

   Create strong multi-modal connections within the mall site as well as to surrounding residential areas and planned transit. Look for opportunities to locate retail on or close to these routes

3. **REDUCE SURFACE PARKING**

   Reduce parking demand and look for opportunities to implement parking solutions that minimize the negative impact of large surface parking areas

4. **FRIENDLY FACES TO THE STREET**

   Ensure new development presents a friendly face to the street by providing parking and servicing to the rear and by orienting main entrances towards main pedestrian circulation routes

5. **EFFICIENT LAND USE**

   Ensure that roadways are designed to maximize developable parcels (e.g. establish new grid network through Suburban Centre) and balance space dedicated to cars, bicycles, pedestrians and transit



Lansdowne Centre Master Plan

CLIENT
Vanprop Investments Ltd.
Lansdowne Centre

SERVICES PROVIDED
- Urban Planning / Design
- Master Planning
- Architecture

COMPLETED
In progress

LOCATION
Richmond, BC



University District Master Plan & Land Use Approvals, University of Calgary

CLIENT
West Campus Development Trust

SERVICES PROVIDED
- Master Planning
- Urban Design
- Land Use Approvals
- Architecture

COMPLETION
2014

LOCATION
Calgary, AB



Heron Gate Master Plan

CLIENT
Timbercreek Asset Management

SERVICES PROVIDED
- Urban Design
- Urban Planning
- Architecture

COMPLETION
Master Planning completed December 2016.
Architecture - Ongoing

LOCATION
Ottawa, ON





The Banks



"A new urban renewal project of the riverfront along the shores of the South Saskatchewan River."

CLIENT
Le Fevre & Company

LOCATION
Saskatoon, SK

SERVICES PROVIDED
- Architecture
- Structural Engineering
- Interior Design

COMPLETION
2016

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Market Sounding Results for a Downtown Grocery Store

Recommendation of the Committee
That the Administration be directed to review Vacant Lot and Adaptive Reuse Incentive Program Policy No. C09-035 for potential options to further incentivize residential development, and grocery store locations in the identified food deserts including the city centre.

History
At the August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 14, 2017, was considered.

Your Committee is recommending that incentive options be reviewed for grocery store location in identified food deserts throughout the city rather than focusing only in the city centre.

Attachment
August 14, 2017 Report of the General Manager, Community Services Department

Market Sounding Results for a Downtown Grocery Store

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council that the Administration be directed to review Vacant Lot and Adaptive Reuse Incentive Program Policy No. C09-035 for potential options to further incentivize residential development, and grocery store development, in the Downtown.

Topic and Purpose

The purpose of this report is to bring forward the findings of the Downtown Grocery Store Market Sounding completed by the Saskatoon Regional Economic Development Authority.

Report Highlights

1. The Saskatoon Regional Economic Development Authority (SREDA) has completed work on its Market Sounding process.
2. Respondents to the Market Sounding suggest more residents are needed Downtown before a grocery store will locate in the area.
3. The Administration recommends that efforts be focused on incentives to encourage more Downtown residents.

Strategic Goal

This initiative supports the City of Saskatoon's (City) Strategic Goal of Sustainable Growth by supporting growth and investment in the Downtown.

Background

At the February 27, 2017 City Council meeting, Councillor Block submitted a Notice of Motion requesting the Administration undertake a Market Sounding to determine what conditions are required to attract a grocery store to locate in the Downtown.

At the March 27, 2017 City Council meeting, the Administration presented a report outlining the process for a Market Sounding. City Council resolved:

> "1. That City Council, through the Administration, direct SREDA as part of their service agreement with the City, to initiate a "Market Sounding" to determine the level of interest of various proponents who would be interested in owning/operating a grocery store, either in whole or in part, in Downtown Saskatoon; and
>
> 2. That the Administration report back with options and recommendations for next steps in the process to the appropriate Committee/Standing Policy Committee not later than May 31, 2017."

Report

Findings of the Market Sounding Suggest Downtown Needs More Residents

SREDA has completed work on its Market Sounding process and reported its findings in the Saskatoon Downtown Grocery Store Market Study (see Attachment 1).

SREDA interviewed a number of people in the grocery industry, including grocers, food cooperatives, and developers. The Market Sounding revealed some unique insights by the respondents, as well as differing views regarding the size and scale best suited for a Downtown grocery store. However, most respondents had similar views when it came to the risks and challenges of operating Downtown, and most indicated the biggest challenge was an insufficient number of residents Downtown to support a grocery store.

The key challenges to locating in a downtown, as identified by the respondents, included:

a) population density;
b) higher costs of land, construction, and rent costs in a downtown;
c) locating a site in an appropriate location with the desired building size;
d) safety concerns; and
e) adequate parking.

A question posed to the grocers interviewed in the Market Sounding process was whether or not they were currently interested in locating in Downtown Saskatoon and why. All respondents, except one, indicated they had no interest at this time, and the primary reason was an insufficient population in the Downtown. One respondent indicated possible interest, given the right circumstances. SREDA is following up with this respondent.

A map identifying all current grocery stores in Saskatoon is provided in Attachment 2.

Public Survey is Not Recommended

In the March 27, 2017 report to City Council, the Administration recommended a public survey in order to gather information regarding the factors that would affect patronage of a Downtown grocery store. After review of the SREDA report and its findings, the Administration has determined that a public survey would not provide any further insight at this time.

Consider Incentives to Increase Population Downtown

A grocery store relies on a local population regularly shopping at the store. At the same time, people want to live in areas that have amenities such as grocery stores. The Market Sounding respondents advised that even if financial incentives (tax abatements, leasing incentives, etc.) were provided to locate in the Downtown, the current population is insufficient to support a grocery store and make it viable long enough for more residential developments to occur in the area.

The Administration recommends that efforts be focused on increasing the number of residents in the Downtown, particularly in the north end where there is already a large concentration of residential buildings. Although Vacant Lot and Adaptive Reuse

Incentives Program Policy No. C09-035 has incentives for residential development in the Downtown, the Administration will review these incentives with the goal of making them more accessible, comprehensive, and effective in attracting developments. These incentives may also target specific locations in the Downtown as a means to address population density.

A suite of incentives aimed at prospective grocery stores will also be prepared for City Council's consideration so that when a grocer comes forward, development of a grocery store can be expedited.

Options to the Recommendation

City Council has the option to request additional research as part of the Market Sounding process; however, the Administration would require direction from City Council.

Public and/or Stakeholder Involvement

Through the Market Sounding, SREDA interviewed a number of people in the grocery industry, including grocers, food cooperatives, and developers.

Communication Plan

The Market Sounding report will be shared with partners in the development industries, as well as the Business Improvement Districts. An incentive package will be developed with their input.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Amendments to the Vacant Lot and Adaptive Reuse Incentives Program Policy No. C09-035 will be anticipated for late 2017.

Public Notice

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

Attachments

1. Saskatoon Downtown Grocery Store Market Sounding
2. Current Grocery Store Locations in Saskatoon

Report Approval

Written by: Paul Whitenect, Manager, Neighbourhood Planning Section
Reviewed by: Lesley Anderson, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2017/PD/PDCS – Market Sounding Results for a Downtown Grocery Store/lc/ks

SASKATOON DOWNTOWN GROCERY STORE MARKET SOUNDING

SASKATOON REGIONAL ECONOMIC DEVELOPMENT AUTHORITY

June 2017



SASKATOON DOWNTOWN GROCERY STORE MARKET SOUNDING

According to City of Saskatoon estimates, the Saskatoon Central Business District was home to 3,372 residents in 2016. Over the next two decades, 15,000 new residents are expected to live in downtown Saskatoon. In addition to residents, over 17,000 people commute to the downtown every day to work. Currently Saskatoon does not have a grocery store within its downtown area to serve this market.

The City of Saskatoon is encouraging both residential and commercial investment in this area through its City Centre Plan. This Plan acknowledges that in order to attract new residential and commercial uses to Saskatoon's city centre more amenities, such as a grocery store, are required. The City Centre Plan also acknowledges that in order to attract a grocery store to the downtown and make the city centre more appealing to residents, it will need to develop policy measures to promote this use. Therefore, the City has initiated a Market Sounding to determine the level of interest of various businesses that may be interested in owning or operating a grocery store, either in whole or in part, in downtown Saskatoon.

The Saskatoon Regional Economic Development Authority (SREDA) has been requested by the City's Administration to assist in the development of a Downtown Grocery Store Market Sounding. This includes collection of data and preparation of a report for the City's Administration. Given SREDA's expertise in the area of business attraction and economic development, our organization is well-suited to conduct this work on behalf of the City.

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APPENDIX A - MARKET SOUNDING QUESTIONS **144**

OBJECTIVES

The purpose of a Market Sounding is to gather information directly from an industry to gauge its interest in a project and determine the conditions necessary to secure an investment. In this case, the Market Sounding involves a series of questions posed to the grocery store industry to gauge interest in locating a grocery store in downtown Saskatoon. Questions include the locational and financial needs of the industry, and the types of incentives that may be necessary to secure such an investment in the downtown. The Market Sounding questions are outlined in Appendix A.

This Market Sounding process provides an opportunity for structured, confidential dialogue between SREDA and the private sector. If sufficient interest exists from the grocery industry, the information gained through the Market Sounding process will help determine the best course of action to bring a grocery store development to fruition in the downtown area.

METHODOLOGY

During the first phase of this project, SREDA conducted research on the current context and issues surrounding the grocery retail sector, specifically as it pertains to grocery stores in downtown locations. The obstacles and efforts made by other municipalities to establish a grocery store in downtown locations were identified and described in the first section of this report.

With the support of the City of Saskatoon's Administration, SREDA developed the Market Sounding questions. These questions were developed with the grocery store industry in mind. They are aimed to gauge this industry's interest in locating a grocery store a downtown area. The Market Sounding questions addressed the following topics:

- Current Operations
- Risks and Challenges
- Store Features
- Site Conditions

SREDA distributed the Market Sounding questions along with a project summary to identified companies that may be interested in participating in the Sounding. One-on-one interviews were scheduled with interested organizations to discuss each of the survey questions.

In total, SREDA completed eight interviews (seven over the phone and one in person). The participants included four large grocers (two privately held, one cooperative and one publicly traded), two independent grocers, one developer and one academic with relevant knowledge on the research subject. The interview data was then compiled and summarized based on the topic sections listed above. Three large chain grocers denied the request to provide an interview. All detailed information collected in the interview process of the Market Sounding remains confidential within SREDA.

FINDINGS FROM PREVIOUS STUDIES

During the first phase of this project, SREDA conducted research on the current context and issues surrounding the grocery retail sector, specifically as it refers to stores in downtown locations. Two prominent studies were found at this stage: a feasibility analysis associated with grocery store operations in downtown Winnipeg published in 2013 by CBRE Manitoba[1], and a study conducted by the University of Alberta School of Retailing on current and proposed grocery store locations in seven Canadian urban centres[2]. The following section highlights the main findings of these studies.

The Grocery Store Sector

In the current environment, traditional grocers face increasing competition as other traditional operators expand their offerings[3] [4]. This increase in competition makes the grocery industry one that is hard to enter, and difficult to become profitable in. According to the 2013 CBRE Manitoba[5] study, gross margins in the grocery business are approximately 25% of sales and net profit is generally less than two per cent of sales, these ratios are significantly lower than other retailing categories.

The table below summarizes the main advantages of large and small players in the grocery business, according to CBRE Manitoba[6].

Advantages of being big	Opportunities in being small
• Internal service departments such as purchasing, distribution, marketing and finance; • Economies of scale when it comes to transportation, delivery and inventory.	• Ability to offer specialty products, serve a local market or provide superior customer service; • Ability to attend to customers particularly in urban centres, through smaller stores.

Optimal Population Density

Population density is the main criteria examined when determining the location for a grocery store. This important indicator is measured in different ways, for example:

[1] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[2] University of Alberta School of Retailing (2015). Grocery Stores in Canadian Urban Centres.
[3] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[4] University of Alberta School of Retailing (2015). Grocery Stores in Canadian Urban Centres.
[5] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[6] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.

- When grocery store space is less than three square feet per person, a trade area is underserved. The trade area for a typical urban grocer is about three kilometres radius (International Council of Shopping Centres in May 2008)[7].
- Optimally, between 4 and 5 square feet of grocery retail per capita is desirable within a 500 meter trade area, with less than 3 square feet being considered a 'food desert'[8].

Challenges of Having a Grocery Store Downtown

The main challenges highlighted by previous studies include:

- **Economies of scale:** smaller stores cannot take advantages of economies of scale in regards to purchasing, distribution, marketing and finance[9].
- **Logistics:** stores located in downtown areas may face challenges in transporting, delivering and storing food. Delivery trucks may have to navigate downtown traffic, and inventory may take up a substantial space in store[10].
- **Demographics:** the demographics in downtown locations, such as downtown Winnipeg, may experience lower income and higher unemployment rates, which would reflect negatively in store sales[11].
- **Financing:** the process of setting up a new store will require intense capital investment, including leasehold improvements, equipment, inventory and working capital[12].
- **Parking:** Parking constraints in downtown locations may pose a challenge to potential grocers looking to set up in a downtown area[13].
- **Zoning:** Limits imposed on store sizes in certain areas may pose a challenge[14].
- **Shrinkage:** Statistically, theft is more common in downtown areas, requiring enhanced security from store owners[15].
- **Rents:** The cost of rent is typically higher in downtown areas when compared to suburbs. To remain profitable, the cost of rent should not surpass 4% of gross revenue in grocery stores[16].

[7] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[8] University of Alberta School of Retailing (2015). Grocery Stores in Canadian Urban Centres.
[9] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[10] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[11] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[12] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[13] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[14] University of Alberta School of Retailing (2015). Grocery Stores in Canadian Urban Centres.
[15] University of Alberta School of Retailing (2015). Grocery Stores in Canadian Urban Centres.
[16] University of Alberta School of Retailing (2015). Grocery Stores in Canadian Urban Centres.

Recommendations to Other Municipalities

The following table summarizes the recommendations provided to the City of Winnipeg, in order to address the challenges of establishing grocery store operations in their downtown core[17]. Three recommendation areas were suggested: creating the environment for change, mitigating the risks and reducing the costs.

Creating The Environment For Change	• The need to encourage mixed-use development and residential intensification to increase population density;
Mitigating The Risks	• Work with landowners to pinpoint suitable leasable spaces and discuss opportunities to realize favourable lease terms for a grocery operation; • Establish a targeted recruiting strategy to secure a new downtown grocer; • Prohibit the use of caveats that departing stores often place on their properties to prevent other grocers from operating on that site; • Look at ways to enhance the Blue Loonie program to offset transportation and parking costs for grocery store customers in the downtown;
Reducing The Costs	• Explore potential mechanisms to address that gap and encourage new grocery store development in the downtown.

Other Opportunities

The study published by CBRE Manitoba[18], also looked at other opportunities to address the grocery demand in locations that do not gather the population density required for a full-service grocery store. These possibilities include microshops and small-scale food stores, and a downtown farmers market.

Regarding microshops and small-scale food stores, the study suggests the development of "incubator sized food stores of 500 to 1,500 square feet" [19]. These microshops would be dedicated to selling a specific product category (i.e. produce, baked goods, fish, confectionary, deli, cheese, etc.). Dozens of these microshops could be operated in the downtown area, and keep the development moving forward[20].

[17] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[18] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[19] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.
[20] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.

The Winnipeg study[21] also covers the possibility of a large downtown farmer's market. The study points out that a downtown farmers market would not only fulfil a need, but it would also enhance the downtown appeal as a "place to live and visit".

MARKET SOUNDING RESULTS

The following section summarizes the main findings of the market sounding interviews. The interview data was compiled and summarized based on the interview topics.

Current Operations

Most interview participants currently operate, or have previously operated, a store in a downtown location. Some of the respondents run stores in British Columbia (Vancouver, Kelowna, Surrey), and others in Manitoba (Winnipeg). One of the participants had previous experience in operating a grocery store in downtown Saskatoon, one participant runs a food cooperative in Saskatoon, and one participant was a developer.

When asked about the risks associated with a downtown location, most respondents expressed concern about the lack of foot-traffic and insufficient population density to provide the sales volume that makes operations economically feasible. Safety concerns were also mentioned. Depending on the city and the store location in the downtown area, stores may face issues such as theft. One participant mentioned the risk of starting a business in a downtown location that may not be considered a "real" or "acceptable" grocery store in the eyes of the local residents, due to the store size.

Risks and Challenges

Regarding barriers that may prevent an organization from entering the downtown grocery store market, most participants talked about the costs associated with setting up a grocery store and most emphasized the high cost of real estate, financing and rent costs. Expanding on real estate, some participants cited the difficulty of finding the appropriate site for a grocery store in downtown locations. Location considerations included finding a building/location with the appropriate square footage and the associated rent costs. One participant mentioned the parking lot on 2nd Avenue and 25th street may be an ideal location for a grocery store in downtown Saskatoon.

A few participants stated that having the adequate space for parking, and managing the cost of fixtures and equipment would also present a barrier for potential entrants of the downtown grocery store market. One participant mentioned the impact of the decline in the value of the Canadian Dollar compared to the American Dollar and recent Saskatchewan budget

[21] Kaufmann, Peter (2013). Downtown Grocery Store Feasibility Analysis. CBRE Manitoba.

announcements as factors significantly impacting grocers looking to set up a store anywhere in the province.

Considering the factors that are critical to the success of a downtown grocery store, all participants brought up population density and the number of households surrounding the store. These numbers allow store owners to predict the number of potential customers, sales and revenue. One participant mentioned there should be enough residents within a 2 to 4 block radius from the store to make it feasible. This participant also mentioned that the customer of a downtown store will shop on average three times a week, and carry a maximum of two bags, for a distance of two blocks. According to this same participant, a store may capture a maximum of 70% of the market surrounding its location, and that in order to be profitable, a store should aim to serve 10,000 customers per week, with an average purchase of $20.

A different participant indicated that within a 4 block radius, the minimum customer base would be approximately 3,000 people (with a reasonable age distribution – if all seniors, this number would need to be higher). This participant went on to explain that in order to be specific about the population required, one would need to know the competitive landscape. For example, are there competitive grocery stores whose trading area would reach in to that 4 block radius? If yes, one would assess the ratio of the population that might have a preference for the other store and adjust the population requirement accordingly.

A few participants referred to the store mix and sufficient range of products as critical components to business success. The store mix should be carefully tailored to attend the demographics surrounding the store. A few participants mentioned that it may be limiting for a store to focus on attending only the downtown residents, and that the store needs to also focus on serving the surrounding neighborhoods. One participants mentioned that the ideal store needs to fit the downtown core, in terms of prices and neighborhood identity.

In one of the answers, the concept of “activity space” was introduced. A person’s activity space is “the local areas within which a person moves or travels during the course of his/her daily activities”. According to one participant, a store must be located within the residents’ activity space in order to attract them as customers.

Store Features

Most respondents agreed that a version of a full-service store would be the best format for a downtown location. The detailed store features that would make a downtown location successful depend on the market/demographics surrounding the store. Most participants agreed that customers located in downtown areas are looking for a store with fresh and convenient offerings (produce, meat, hot meals, etc.) that they can visit almost daily for small purchases. One participant mentioned the possibility of having an “express” version of a full-service store, this participant mentioned some chains in England have adopted this model for downtown locations.

When asked about store features, one participant mentioned the Saskatoon downtown area is not ready to receive a grocery store; therefore the store type or services provided would not be determining factors for success. According to this participant, it is not possible to determine these features until the downtown core has sufficient population.

With regards to additional services increasing the chances of success, all respondents stated that having a pharmacy is good business and that pharmacy customers tend to be loyal to the store they chose to support. However, one participant with experience in operating stores in other downtown locations noted that in some cases it is not ideal to take away square footage space from the store (especially if the store is already small) to add a pharmacy.

Flowers and liquor (especially beer and wine) were mentioned by a few participants as services that would increase the store's chances of success. One participant mentioned that selling alcohol changes the perceived status of a grocery store. A few other participants mentioned that coffee shops (i.e. Starbucks), bookstore offerings, full service bakery/deli and a restaurant could also increase the success chances of downtown stores.

Site Conditions

The last section of the interview questions asked participants about the ideal site conditions for a downtown grocery store. The following topics were covered by participants.

Property Size

When asked about the ideal property size for a downtown location, participants had different opinions. Some mentioned the ideal property size for a grocery store downtown would range between 6,000 and 18,000 sq. ft., with about 2,000 sq. ft. for the back room. Other participants thought the store size should be much larger, ideally no less than 35,000 sq. ft. One participant stated that a pop-up store could be built in 20,000 sq. ft.

Regarding rent costs, one participant mentioned that in British Columbia a grocer would prefer to pay $20 to $30/square feet for a suburban property, compared to $60 to $70/square feet for a downtown location. Another participant mentioned that any location with a rent of $20 per square foot or above, won't be feasible for grocers in Saskatoon. Regarding store space and property size, a few participants mentioned the ideal property for a downtown grocery store would be a mixed use property (grocery store on the first floor, and other services on floors above).

Parking

All respondents agreed that customer parking is critical for the success of a downtown grocery store. One participant mentioned the ideal parking ratio for suburban locations is 4.5 parking spots per 1,000 square foot. For downtown locations with dense urban foot traffic, this ratio could go down to 3.5 to 3.75 parking spots per 1,000 square foot. If the foot traffic does not exist, the ratio should go back to 4.5.

A few participants mentioned a store in the downtown area should provide between 40 and 50 parking stalls to customers; while other said a minimum of 100 parking stalls should be provided. Other participants said 5 to 20 parking spots would be sufficient in a downtown location.

Accessibility

Regarding accessibility, participants pointed out a number of factors that would positively impact a downtown store, such as store visibility, store hours, walking accessibility and the presence of transit routes nearby. One participant noted the presence of transit routes close to the store also makes it easier for employees to commute to work. Another participant mentioned that the general income of the population living in the downtown area and the affordability of accommodation in the neighborhood are also important success factors.

A participant pointed out that it would be ideal to provide access from both sides of the store (i.e. two points of entry), giving customers the ability to come and go quickly. This participant also noted that traffic barriers could also create challenges for some stores, for example, prohibited right/left turns close to the store.

City Incentives

When asked about incentives that could make a downtown location more viable, most participants agreed that any financial incentives such as tax reliefs or rent subsidies would be of interest to store owners. One participant mentioned that ideally the city would subsidise the cost of fruits and vegetables for a new grocer in the downtown area.

A few participants also mentioned the City's Planning and Development Division should be flexible and reasonable when dealing with interested organizations. From a process point of view, the City should be "open for business" and easy to work with. According to most participants' past experiences it is very hard to work with cities that impose bureaucratic barriers, complex steps, restricting bylaws, red tape, complex licenses or zoning.

One participant mentioned that incentives could be offered to developers who included a food store on the main floor of a building. This participant suggested that there would need to be parameters, so that developers are not receiving perks for a convenience store, for instance. Incentives could be offered to developers who have a food store that carries a higher ratio of produce and whole food items over convenience and packaged food, or that a percentage of total offerings were fruits and vegetables. One participant pointed out that taxes are a small part of the store operation costs; therefore, although tax breaks would be welcome they would not be enough to make an organization decide to locate in the downtown area.

Other Comments

When asked to provide other comments, a few participants mentioned that unless there's a site with the appropriate specifications for a grocery store in downtown Saskatoon, the City should take a long-term approach and get developers and builders on board to bring residents back to

the downtown area. If the ideal site is already in place (12,000 to 18,000 sq. ft. and no pillars), it may be easier to get a grocery store in downtown Saskatoon.

Another respondent noted that customers of a downtown grocery store shop differently than the ones in suburban areas. In suburban areas the purchases will reach the $300 to $500 point, while in a downtown area the purchases are smaller ($40 to $50 per purchase). As well, customers buy for the day or couple of next days unlike the suburban shopper that takes a longer term approach to grocery shopping. The target market of a downtown grocery store should be the business crowd working in the downtown area. These individuals are busy and looking for convenient and quick meals. The downtown grocery store should focus on product offering and provide fresh and gourmet options.

Lastly, one participant mentioned that it would be interesting to transform the roof of the store into a community garden. This participant also mentioned the possibility of the store accepting food vouchers that are currently distributed to the population by the Health Region.

CONCLUSIONS

This Market Sounding is comprised of a series of questions posed to the grocery store industry to gauge interest in locating a grocery store downtown. Questions included the locational and financial needs of the retail grocery industry and possible incentives necessary to secure investment in a downtown location. In sum, the main themes highlighted by participants are outlined in Figure 1.

Figure 1: Results of Market Sounding Categorized by Theme



Risks and Challenges

- Insufficient population density to make operations economically feasible;
- Safety issues in a downtown location;
- Costs associated with setting up a grocery store.

Store Features

- Full-service store;
- Fresh and convenient offerings (produce, meat, hot meals, etc.);
- Pharmacy, flowers and liquor (wine).

Site Conditions

- Participants did not reach a consensus about property size;
- Mixed use property (grocery store on the first floor, and other services on floors above);
- Parking is critical for the success of a downtown grocery store;
- Store visibility, walking accessibility, and the presence of transit routes nearby.

City Incentives

- Financial incentives such as a tax relief, or a tax holiday, would be of interest;
- From a process point of view, the City should be “open for business” and easy to work with.

APPENDIX A - MARKET SOUNDING QUESTIONS

The questions below are representative of those we would like to discuss during a phone or in-person interview. Your input is very important to our understanding of the challenges your industry faces with downtown locations, and will help us to identify ways to assist in making a downtown grocery store a reality in Saskatoon. Your time and insights are greatly appreciated.

Current Operations

1. Does your organization have previous or current experience in operating a downtown grocery store in Saskatoon or any other cities in Canada?
   a. If yes, are they still in operation and in what cities?
   b. What were the risks encountered when considering these locations, and how did you manage these risks?

Risks and Challenges

2. What barriers do you perceive may exist that prevent your organization from entering the downtown grocery store market?

3. What factors do you believe are critical to a successful downtown grocery store? *(Location, store format, product selection, access, etc.)*

Store Features

4. What store type do you believe would provide the best chance for success in the downtown? *(Convenience, Full-Service, Supermarket, Hypermarket, Member Club, etc.)*

5. In addition to groceries, what additional services would increase the chance for success? *(Pharmacy, flowers, liquor, etc.)*

Site Conditions

6. What would be the ideal property size for a grocery store?

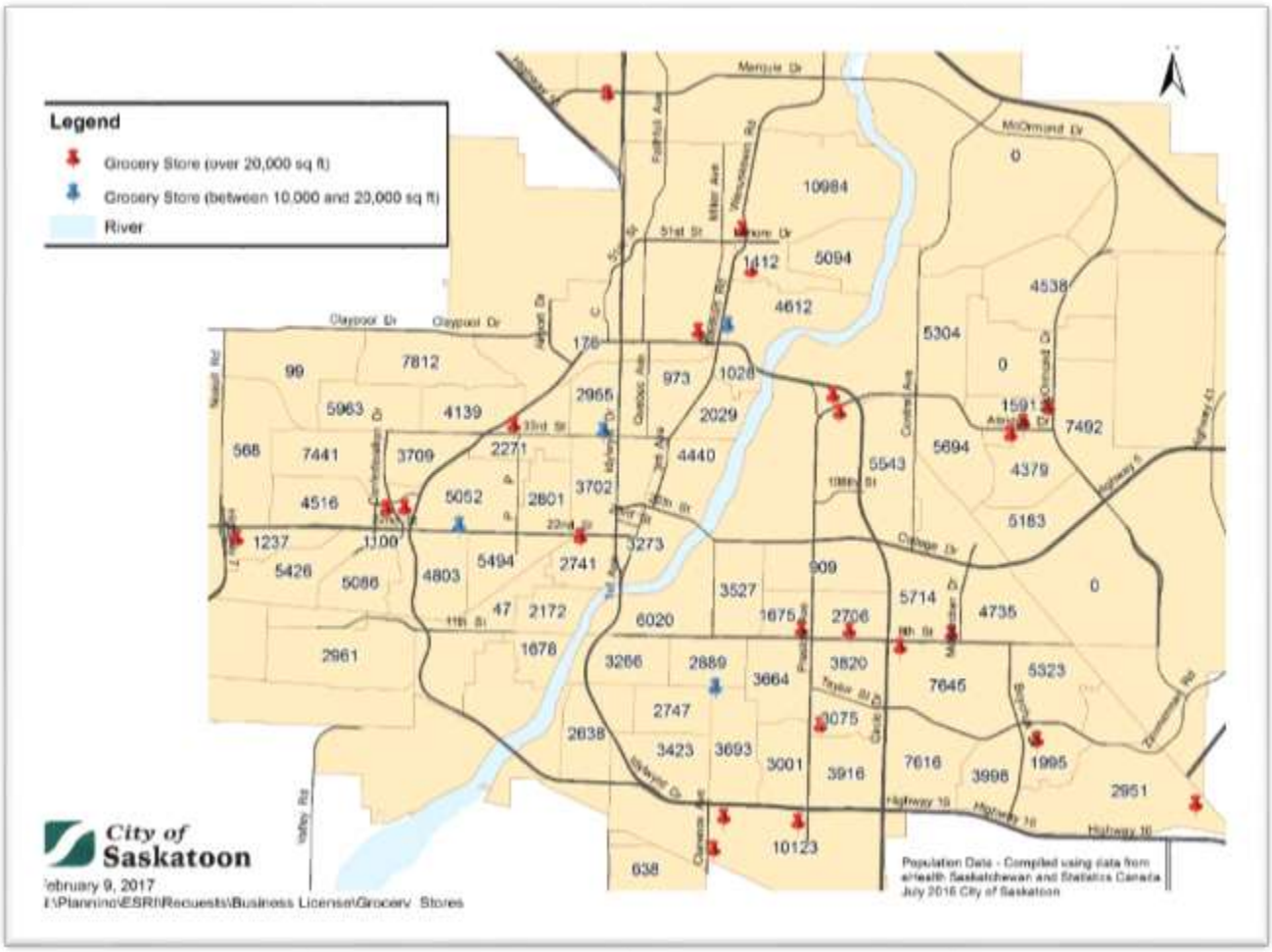
7. How important do you feel parking and vehicle accessibility?
   a. How many parking stalls do you think would be ideal?

8. What locational factors and site features are most important when locating a grocery store? *(High exposure, easy access, bus route, available parking, etc.)*
   a. Are there any differences between suburban and downtown locations?

9. What is needed to make a downtown location viable? *(May include City incentives)*

10. Any other key elements and/or barriers relevant to a downtown grocery store that we may have missed?

Current Grocery Store Locations in Saskatoon



STANDING POLICY COMMITTEE ON FINANCE

Annual Disclosure Report - Saskatoon Centennial Auditorium and Convention Center

Recommendation of the Committee
That the information be received.

History
At the August 14, 2017 Standing Policy Committee on Finance meeting, a report of the Saskatoon Centennial Auditorium and Convention Centre, dated June 1, 2017, was considered.

Attachment
June 1, 2017 Report of the Saskatoon Centennial Auditorium and Convention Centre

175-58

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SASKATOON

Annual Disclosure Report
Saskatoon Centennial Auditorium and Convention Center
Year Ending December 31, 2016

1. Introduction

This report is being prepared in accordance with Article 5.6 of The Board Governance Manual; City Council Disclosure Requirements, and is intended to provide the City of Saskatoon with salient information regarding the operation of TCU Place during 2016.

2. Board of Directors

a. Membership at December 31st 2016

Charlie Clark – Mayor
Kirk Cherry – Past President*
Ann Iwanchuk – Councillor
Darren Kent - Director
Om Kochar – President*
Peggie Koenig – Vice President*
Jennifer Pereira – Director
Bryn Richards – Director
Sultan Ali Sadat – Secretary*
Morris Smysnuik – Treasurer*
Murray Totland – City Manager

* Member, Executive Committee

b. Mandate

The Board is accountable to City Council and its mandate is to:

- provide stewardship of TCU Place on behalf of the City of Saskatoon
- to supervise and evaluate the management of the Auditorium's business and affairs
- to maintain the corporation's financial strength
- to oversee the Auditorium's strategic direction
- to oversee its organizational structure and the succession planning of senior management

The Board's key responsibilities are:

- Strategic Planning
- Risk Assessment/Management
- Internal Controls
- Management & Evaluation
- Stakeholder Strategies/Communications

The Board carries out its mandate through the Chief Executive Officer (CEO) using the following directives:

- Approving Board Policies
- Conducting an annual review of the Corporation's strategic plan
- Conducting an annual performance review of the CEO
- Approving the annual budget
- Monitoring the Organization's financial performance

c. Governance Structure, Policies and Practices

During the 2016 fiscal year, the Board used five Board Committees and four Working Groups to assist in fulfilling its mandate.

Board Committees

- **Executive Committee**
  This is an advisory committee appointed by and accountable to the Board. It acts on important issues, if and when required between regular meetings.

- **Audit & Finance Committee**
  The committee is appointed by the Board and is responsible for the policies and practices relating to internal controls and financial reporting. During the year, the Audit Committee reviewed both the monthly and audited financial statements with management and the external auditors. Based on these discussions, the Audit Committee agreed that the company's financial statements were fairly presented and conformed to Generally Accepted Accounting Principles.

- **Nomination Committee**
  The Nominating Committee, chaired by the Past President, presented a slate of officers to the Board at the Annual General Meeting.

- **Chief Executive Officer Performance Evaluation Committee**
  The committee consisting of four members was appointed by the Board to complete the annual performance review of the Chief Executive Officer. A 360 degree evaluation tool was used.

- **Governance Committee**
  This committee consisted of four Board members and considered updates to the Governance Manual. A strong emphasis has been placed on the governance of the Corporation to the point of moving this mandate from a Working Group to a Committee in 2013.

Board Working Groups

- **TCU Place Futures Working Group - Co Chairs – Om Kochar and Bob Korol**
  The Committee met with the former Mayor and Mr. Randy Grauer from the City of Saskatoon Community Services Department to guide discussions relating to the many potential changes that will be occurring around the TCU Place property. Changes in transportation corridors, including Idylwyld Drive as well as potential new private development in our neighborhood and the downtown area all impacted on our future planning and operation discussions.

  Capital upgrades in 2016 for the building included new carpet in the Salon and Gallery areas ($260K) and server and networking system upgrades ($57K). Funding for these projects was provided by both TCU Place and Infrastructure Services.

- **Board Self Evaluation Working Group - Chair – Sultan Ali Sadat**
  The working group administered a survey that was completed by all Board members. The comments from this process were very positive.

- **Strategic Planning - Chair - Om Kochar**
  Management at the request of the Board participated in a half day strategic planning session. The full Board was not convened due to 2016 being an election year. Discussions focused on TCU's strategic direction in the context of City of Saskatoon's new Cultural Plan and the City's wider Strategic Plan. The core values to the strategic plan remained unchanged with all strategic goals populated with measureable outcomes.

3. Senior Management

a. Management Team

Bob Korol – Chief Executive Officer

Matt Petrow – Director of Finance

Rhonda Chelack – Director of Events

Suzanne Decker – Director of Sales

Tammy Watt – Director of Operations

b. Departments (See Organization Chart – Appendix A)

- **SALES**
  The department consists of CEO, Director of Sales, Sales Manager, three Sales Coordinators, Communications Clerk and a Sales Clerk. This department is responsible for booking Theatre Events – Ballet/Dance, Concerts, Family Shows, Live Theatre, Movies/Film,

and the Symphony, and Non Theatre Events – Banquets, Cabarets, Conventions, Graduations, Meetings, Trade Shows, Weddings, Self-Created Events, and Outside Events.

- **EVENTS**
  The events department consists of Director of Events and three Events Coordinators. The Events Department is responsible for coordinating the details of booked events from start to finish including catering, AV, room setup and any other services required to stage the event.

- **THEATRE**
  The Theatre department consists of Stage Carpenter, Audio Technician, Lighting Technician and IATSE crews. This department is responsible for setting up and restoring the Stage for theatre events, as well as lighting and sound production.

- **BOX OFFICE**
  This department consists of a Box Office Supervisor, Client Services Technician, and Client Services Attendants. This department is responsible for providing customer service and ticket sales utilizing TCU's Audience View ticketing system.

- **GUEST SERVICES/INVENTORY**
  Guest Services: This department consists of Theatre Sales Manager, Event Captains, Head Hostess and Guest Services Attendants. This department is responsible for providing Bartender, Greeter, Coat Check and Ticket Taker services to guests.

  Inventory: This department consists of an Inventory Assistant. This department is responsible for the inventory of liquor and bar services.

- **TECHNICAL SERVICES**
  This department consists of Technical Services Manager and Facility Technicians. Responsibility includes Audio Visual, lighting and technical requirements for events.

- **SECURITY SERVICES**
  This department consists of the Security Services Supervisor and Stage Door Attendants. This service is responsible for security at events and stage door, shipping and receiving.

- **EVENT SERVICES**
  This department consists of an Event Services Supervisor, Lead Event Attendants, and Event Attendants. Responsibility includes building cleaning and the setup of rooms for events.

- **BUILDING OPERATIONS**
  This department consists of a Resident Building Operator and Building Operators. This department is responsible for building operations 24 hours per day 7 days per week - maintenance of building and equipment and building temperature control.

- **ADMINISTRATION**
  This department consists of CEO, Director of Finance, Director of Operations, and Accounting Clerks. Responsibilities include the management, financial management and all office and computer systems maintained and operating for TCU Place. This area also produces financial and operational reports for/to staff and stakeholders, identify strengths and weaknesses in the operations, and maintain its assets and operations. It also implements the strategic plan and represents TCU Place as a key venue to the community and its members. This department ensures that TCU Place grows to its full potential in the direction identified by the Board.

4. Key Performance Indicators

Management has developed key indicators to measure the performance of the Corporation. Examples include the number of, attendance and the contribution from each type of event. The Audit and Finance Committee receives and reviews monthly financial statements that show the Corporation's budgeted and actual contribution for the current month, Balance Sheet as well as year to date and presents them to the Board. Also received is a monthly aged trial balance of all accounts receivable together with a report on collection initiatives.

5. Risk Management

The Audit & Finance Committee completed an annual review of our risk management matrix with revisions approved by the Board. This process will continue to be reviewed on an annual basis.

6. Financial Performance and Market Conditions

- The nature of TCU's business goes in cycles and this past twelve months has been another successful year (Annual Surplus – circa $1.1M) in our overall performance and financial picture. Credit goes to our Board, our CEO Mr. Bob Korol and his leadership team for maintaining revenues and controlling overhead costs.

- TCU Place continues to see increased competition from facilities such as Prairieland Park, the Dakota Dunes Casino and Sasktel Center. TCU Place has benefited from other changes including an increased demand for more choice in entertainment, a growing population and the request for fine dining options in an upscale environment.

7. Reserves

- The Board contracted Suncorp Valuations in 2014 to prepare a reserve fund study to review the reserve fund concepts and major reserve fund items of the Corporation. The study provided current and future replacement reserve estimates as well as recommending various reserve fund actions. TCU Place reserves are currently fully funded.

STANDING POLICY COMMITTEE ON FINANCE

Meewasin Valley Authority Financial Statements - March 31, 2017

Recommendation of the Committee
That the information be received.

History
At the August 14, 2017 Standing Policy Committee on Finance meeting, a report of the Meewasin Valley Authority, dated June 7, 2017, was considered.

Attachment
June 7, 2017 Report of the Meewasin Valley Authority

1870-10

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

Meewasin

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JUN 14 2017
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SASKATOON

June 7, 2017

Mayor & Council
City of Saskatoon
222 Third Avenue North
Saskatoon, SK S7K 0J5

Dear Mayor & Council;

Section 80(2) of the Meewasin Valley Authority Act states that a copy of the annual audit shall be furnished to each of the participating parties; as the elected officials of the City of Saskatoon, please accept the enclosed copy of the Meewasin Valley Authority Financial Statements, March 31, 2017, satisfying this requirement.

Sincerely,

Doug Porteous
Interim Chief Executive Officer

Enclosure



MEEWASIN VALLEY AUTHORITY

FINANCIAL STATEMENTS

MARCH 31, 2017

Management's Responsibility

To the Participating Parties:

Management has responsibility for preparing the accompanying financial statements. This responsibility includes selecting appropriate accounting principles and making objective judgements and estimates in accordance with Canadian public sector accounting standards.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorised, assets are safeguarded, and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors and the Audit Committee are composed entirely of directors who are neither management nor employees of Meewasin Valley Authority. The Audit Committee is appointed by the Board to review the financial statements in detail with management and to report to the Board prior to their approval of the financial statements for publication.

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board of Directors to audit the financial statements and report directly to the Participating Parties; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Audit Committee and management to discuss their audit findings.

June 2, 2017

Interim Chief Executive Officer

Director of Operations

Independent Auditors' Report

To the Participating Parties of Meewasin Valley Authority:

We have audited the accompanying financial statements of Meewasin Valley Authority, which comprise the statement of financial position as at March 31, 2017, the statements of operations and changes in fund balances and cash flows, and the accompanying schedules for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements present fairly, in all material respects, the financial position of Meewasin Valley Authority as at March 31, 2017 and the results of its operations, changes in fund balances and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Saskatoon, Saskatchewan
June 2, 2017

MNP LLP
Chartered Professional Accountants

MEEWASIN VALLEY AUTHORITY

Statement of Financial Position

As at March 31, 2017

	2017	2016
Assets		
Current		
Cash	$ **1,755,827**	1,073,552
Accounts receivable (note 4)	**184,087**	233,309
Inventory	**-**	6,264
Prepaid expenses	**61,874**	76,837
	2,001,788	1,389,962
Long-term investments (note 3)	**73,784**	73,784
Tangible capital assets (note 5)	**1,911,472**	1,954,498
	$ **3,987,044**	3,418,244
Liabilities		
Current		
Accounts payable and accrued charges	$ **141,995**	166,417
Deferred revenue (note 6)	**317,783**	122,628
Due to *Partners FOR the Saskatchewan River Basin* (note 7c)	**127,065**	165,459
	586,843	454,504
Fund Balances		
General fund – unrestricted	**90,158**	1
Construction projects fund – internally restricted	**362,500**	-
Donations fund – unrestricted	**409,761**	407,931
Capital assets fund – invested in capital assets	**1,911,472**	1,954,498
Land access fund – internally restricted	**239,365**	214,365
Capital assets replacement fund – internally restricted	**376,640**	376,640
Restricted contributions fund – externally restricted (note 2a)	**10,305**	10,305
	3,400,201	2,963,740
Commitments (note 13)		
	$ **3,987,044**	3,418,244

The accompanying notes form an integral part of the financial statements.

ON BEHALF OF THE BOARD:

Director

Director

MEEWASIN VALLEY AUTHORITY

Statement of Operations and Changes in Fund Balances

For the year ended March 31, 2017

	General Fund (Schedule 1)	Construction Projects Fund (Schedule 2)	Donations Fund (Schedule 3)	Capital Assets Fund	Land Access Fund	Capital Assets Replacement Fund	Restricted Contributions Fund	2017 Total	2016 Total
Revenues									
Statutory	$ 1,553,195	1,031,684	-	-	-	-	-	**2,584,879**	2,631,587
Grants	77,450	174,888	-	-	-	-	-	**252,338**	772,475
Donations	-	-	503,749	-	-	-	-	**503,749**	745,758
Other	117,753	82,902	968	-	-	-	-	**201,623**	179,691
	1,748,398	1,289,474	504,717	-	-	-	-	**3,542,589**	4,329,511
Expenditures	1,685,826	1,090,633	282,301	-	-	-	-	**3,058,760**	4,543,956
Amortization	-	-	-	47,368	-	-	-	**47,368**	47,755
	1,685,826	1,090,633	282,301	47,368	-	-	-	**3,106,128**	4,591,711
Excess (deficiency) of revenues over expenditures	62,572	198,841	222,416	(47,368)	-	-	-	**436,461**	(262,200)
Fund balance, beginning of year	1	-	407,931	1,954,498	214,365	376,640	10,305	**2,963,740**	3,225,940
Inter-fund allocations:									
Purchase of capital assets	-	(4,342)	-	4,342	-	-	-	-	-
From construction projects fund	15,585	(15,585)	-	-	-	-	-	-	-
To land access fund	(25,000)	-	-	-	25,000	-	-	-	-
From donations fund	37,000	183,586	(220,586)	-	-	-	-	-	-
Fund balance, end of year	$ 90,158	362,500	409,761	1,911,472	239,365	376,640	10,305	**3,400,201**	2,963,740

The accompanying notes are an integral part of these financial statements.

MEEWASIN VALLEY AUTHORITY

Statement of Cash Flows

Year ended March 31, 2017

	2017	2016
Cash provided by (used in) the following activities:		
Operating		
Excess (deficiency) of revenues over expenditures	$ **436,461**	(262,200)
Adjustments for items not affecting cash:		
Amortization	**47,368**	45,755
Donation of long term investments	**-**	(56,669)
	483,829	(271,114)
Change in non-cash operating working capital:		
Accounts receivable	**49,222**	21,660
Prepaid expenses	**14,963**	(17,416)
Inventory	**6,264**	(375)
Accounts payable and accrued charges	**(24,422)**	15,836
Deferred revenue	**195,155**	(316,940)
Due to *Partners FOR the Saskatchewan River Basin*	**(38,394)**	(34,640)
	686,617	(602,989)
Investing		
Redemption of short-term investments (net)	**-**	1,500,140
Purchase of capital assets	**(4,342)**	(16,325)
	(4,342)	1,483,815
Net change in cash during the year	**682,275**	800,826
Cash, beginning of year	**1,073,552**	192,726
Cash, end of year	$ **1,755,827**	1,073,552

The accompanying notes form an integral part of the financial statements.

MEEWASIN VALLEY AUTHORITY

Notes to the Financial Statements

Year ended March 31, 2017

1. Purpose and Objective of Meewasin Valley Authority

The Meewasin Valley Authority is incorporated under a special act, *The Meewasin Valley Authority Act*, of the Legislature of the Province of Saskatchewan.

The Meewasin Valley Authority ("Meewasin") is a conservation agency established to protect and develop the natural and heritage resources of the Meewasin Valley and promote a better understanding of these resources. The three participating parties provide statutory funding and appointments to the Board of Directors: the City of Saskatoon, University of Saskatchewan, and Government of Saskatchewan. This statutory funding represented 73% of total revenue in the current year (2016 - 61%).

2. Accounting Policies

These financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards and include the following significant accounting policies:

(a) Fund Accounting

i) General Fund

Revenues and expenses related to program delivery and administration activities are reported in the General Fund.

ii) Construction Projects Fund

Meewasin charges construction project expenditures to the construction projects fund as incurred. Construction project expenditures include all costs associated with landscaping or construction of a service facility on land owned by either Meewasin or a participating party. These costs include expenditures for planning and research and allocations of salaries.

When a project is completed and retained by Meewasin, the project cost is recorded as a tangible capital asset with a credit to the capital assets fund.

iii) Donations Fund

Meewasin records revenues and expenditures related to fundraising activities in the donations fund. Periodically, the net proceeds of these activities are allocated to the general fund or the construction projects fund where they are used to support Meewasin programs.

iv) Capital Assets Fund

Meewasin charges capital asset purchases to the general fund and construction projects fund as incurred. In order to maintain a record of capital assets, all purchased and constructed capital assets are recorded at cost as capital assets with a corresponding credit to the capital assets fund. When capital assets are sold the proceeds on disposal are included in revenue and the related net book value of the asset is removed from both the capital asset account and the capital assets fund.

Notes to the Financial Statements

Year ended March 31, 2017

2. Accounting Policies - *continued*

(a) Fund Accounting - *continued*

iv) Capital Assets Fund

Independent appraisals are undertaken when new conservation easements are acquired. The results are vetted with Canada Revenue Agency prior to acquisition. These easements are recorded as a separate class of asset at the appraised value with a corresponding credit to the capital assets fund.

Amortization is charged to the capital assets fund using the straight-line method over the following estimated useful lives:

Asset	Useful Life
Building	20 years
Equipment and office furniture	10 years
Electronic data processing equipment	3.33 years
Vehicles	3.33 years

No amortization is recorded in the year an asset is acquired or for assets under construction.

It is expected that this policy will charge the capital assets fund with the total cost of the assets over the useful lives of the assets.

v) Land Access Fund

Meewasin has established a land access fund to secure public access to riverbank land as opportunity and need arise.

vi) Capital Assets Replacement Fund

A capital assets replacement fund has been established to provide for the eventual replacement of major capital assets.

vii) Restricted Contributions Fund

Donations that are subject to externally imposed stipulations are kept in the fund until such time as they are spent as stipulated.

(b) Financial instruments

Meewasin recognizes its financial instruments when it becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with PS 4260 *Related Party Transactions* (refer to Note 7).

At initial recognition, Meewasin may irrevocably elect to subsequently measure any financial instrument at fair value. Meewasin has not made such an election during the year.

Notes to the Financial Statements

Year ended March 31, 2017

2. Accounting Policies – *continued*

(b) Financial instruments - *continued*

Meewasin measures investments in equity instruments quoted in an active market and all derivative instruments, except those designated in a qualifying hedging relationship or that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market are subsequently measured at cost less impairment. All other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess (deficiency) of revenues over expenses for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at amortized cost or cost.

All financial assets except derivatives are tested annually for impairment. Management considers whether the investee has experienced continued losses for a period of years, recent collection experience for the loan, such as a default or delinquency in interest or principal payments, in determining whether objective evidence of impairment exists. Any impairment, which is not considered temporary, is recorded in the statement of operations. Write-downs of financial assets measured at cost and/or amortized cost to reflect losses in value are not reversed for subsequent increases in value. Reversals of any net re-measurements of financial assets measured at fair value are reported in the statement of re-measurement gains and losses.

(c) Revenues and Expenditures Recognition

Restricted contributions are recognized as revenue of the appropriate fund in the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue of the appropriate fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

All tax-receipted contributions are recognized as revenue of the Donations Fund in the year they are receipted.

Investment income is recognized in the General Fund, except investment income (loss) related to the Restricted Contributions Fund, which is recognized in that fund.

Grants in the form of donated services from government agencies are recorded at the contracted amount. Pledges are recorded as the donation is received.

Revenue is allocated between the various funds based on statutory and contractual requirements or as specified by donors.

The Board of Directors approves allocations between funds.

Notes to the Financial Statements

Year ended March 31, 2017

2. Accounting Policies - *continued*

(d) Use of Estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in excess of revenues over expenditures in the periods in which they become known.

3. Long-Term Investments

Long-term investments consist of three (2016 – three) donated whole life insurance policies, the amortized cost of which are $73,784 (2016 - $73,784) at March 31, 2017.

4. Accounts Receivable

Meewasin has an amount in accounts receivable at March 31, 2017 of $105,152 from a related party, the City of Saskatoon, (2016 - $nil) relating to ongoing projects.

Meewasin had $nil in accounts receivable at March 31, 2017 from a related party, the Province of Saskatchewan's Saskatchewan Building Communities Program, (2016 - $171,227) pursuant to funding agreements between parties.

5. Tangible Capital Assets

	2017			2016
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	$ 1,218,293	-	**1,218,293**	1,218,293
Conservation easement	257,200	-	**257,200**	257,200
Building	1,184,899	791,829	**393,070**	421,501
Equipment and office furniture	61,884	37,104	**24,780**	30,573
Electronic data processing equipment	86,904	75,310	**11,594**	17,596
Vehicles	39,311	32,776	**6,535**	9,335
	$ 2,848,491	937,019	**1,911,472**	1,954,498

Notes to the Financial Statements

Year ended March 31, 2017

6. Deferred Revenue

Deferred revenue includes the following categories:

(a) Meewasin has deferred revenue of $250,850 from the City of Saskatoon for first quarter statutory funding and $500 for Jane's Walk (2016 - $1,000 Development Review fee).

(b) Meewasin has deferred revenue of $2,000 from Trans Canada Trail that relates to expenditures for trail construction to be made in a subsequent period (2016 - $121,428).

(c) Meewasin has deferred revenue of $53,933 which is April 2017 statutory funding from the University of Saskatchewan (2016 - $nil).

(d) Meewasin has deferred revenue of $10,000 from Tourism Saskatoon that relates to expenditures to be made in the subsequent period for an on-line mapping tool (2016 - $nil).

(e) Meewasin has deferred revenue of $500 from Saskatoon Nature Society that relates to expenditures to be made in the subsequent period for the Dark Skies Program (2016 - $nil).

(f) Meewasin has deferred revenue of $nil from pre-payments for the 2016 River canoe tour (2016 - $200).

7. Related Party Transactions

(a) Participating parties

In addition to the statutory assessments in Schedule 1 and 2 and deferred contributions in Note 6, Meewasin received the following grants and other payments during the year from its participating parties:

			2017	2016
Province of Saskatchewan	Construction projects fund	$	**10,500**	310,116
Province of Saskatchewan	General fund grants		**12,000**	13,020
City of Saskatoon	Construction projects fund grants		**34,000**	66,000
City of Saskatoon	Construction projects sale of goods and services		**67,130**	30,035
City of Saskatoon	General fund grants		**62,645**	8,450

(b) Meewasin Foundation Inc.

Since August 1, 1999, the former operations of Meewasin Foundation Inc. are being reported within Meewasin's Donation Fund. The Foundation continues as the beneficial owner of life insurance policies provided by donors.

(c) Partners FOR the Saskatchewan River Basin (PFSRB)

PFSRB is a non-profit environmental corporation operating under its own Board of Directors. Financial accountability resides with that Board of Directors. The Meewasin Valley Authority is engaged under contract to provide PFSRB with management services and program delivery.

As at March 31, 2017, the net value of assets and liabilities held by Meewasin on behalf of PFSRB is shown on the Meewasin Statement of Financial Position as $127,065 due to PFSRB (2016 - $165,459).

Notes to the Financial Statements

Year ended March 31, 2017

7. Related Party Transactions - *continued*

During the year, Meewasin Valley Authority provided grants to PFSRB of $20,000 (2016 - $20,000). Meewasin provided a donation in-kind to PFSRB of $32,679 representing staff support and office space (2016 - $17,431).

Financial statement users interested in the activities of PFSRB for the year ended March 31, 2017 are referred to that entity's own financial statements.

8. Contractual Obligations

The Meewasin Valley Authority entered into an agreement with the Leisureland Community Co-operative Ltd. whereby the public use of certain lands (Maple Grove) owned by Meewasin is limited. The agreement was a condition of the purchase of the property by Meewasin and will expire December 31, 2022.

9. Government Assistance

Meewasin received $123,187 in cash grants from the Government of Canada (2016 - $350,340).

10. Defined Contribution Plan

Meewasin participates in a multi-employer defined contribution plan on behalf of its employees. Contributions are based on 7.25% of salary up to $12,685 per participant per annum. Meewasin's contributions and corresponding expense totalled $123,718 in 2017 (2016 - $120,896).

11. Endowment Funds

(a) The Saskatoon Community Foundation, a registered charitable foundation, under an agreement with Meewasin has established an endowment fund called ***The Meewasin Naturally Fund*** for the benefit of Meewasin.

At The Saskatoon Community Foundation's fiscal year end December 31, 2016, the balance of The Meewasin Valley Fund was $830,067 (2015 - $793,774). The Saskatoon Community Foundation manages these funds within the parameters established by the fund agreement.

(b) The Saskatoon Community Foundation, under an agreement with Meewasin has established an endowment fund called ***The Wes Bolstad Fund*** for the benefit of Meewasin. At the Saskatoon Community Foundation's fiscal year end December 31, 2016, the balance of the fund was $18,740 (2015 – $18,192).

(c) During 2012 The Saskatoon Community Foundation, under an agreement with Meewasin has established an endowment fund called ***The Susan Lamb Fund*** for the benefit of Meewasin. An initial contribution of $10,000 was made by Meewasin on November 26, 2012. At the Saskatoon Community Foundation's fiscal year end December 31, 2016, the balance of the fund was $23,099 (2015 - $21,593).

12. Pledged Donations

Outstanding pledges were not recorded in revenue. The outstanding pledges receivable within five years, as at March 31, 2017, were $344,641 (2016 - $260,285). The pledges by year going forward are: $143,410 - 2018; $69,111 - 2019; $49,111 - 2020; $49,111 - 2021; $33,898 - 2022.

Donation Fund expenditures represent the cost of fundraising activity. The costs relate to actual donations received and to the pledged donations achieved.

Notes to the Financial Statements

Year ended March 31, 2017

13. Commitments

At March 31, 2017, Meewasin Valley Authority has outstanding commitments of $76,990 related to on-going projects (2016 - $301,909). In April 2017, Meewasin signed a contract for a construction project with a total commitment of $443,605.

14. Financial Instruments

All significant financial assets, financial liabilities and equity instruments of Meewasin are either recognized or disclosed in the financial statements together with other information relevant for making a reasonable assessment of future cash flows, interest rate risk, and credit risk.

The Meewasin Valley Authority's financial instruments include cash, accounts receivable, long-term investments, and accounts payable and accrued charges. The carrying amounts of these instruments approximate their respective fair values. Financial instruments also include due to Partners FOR the Saskatchewan River Basin. The fair values of these instruments cannot be estimated as the timing of future cash flows is not determinable.

As at March 31, 2017, the Meewasin Valley Authority does not have any outstanding contracts or financial instruments with embedded derivatives.

(a) Risk Management Policy

Meewasin, as part of operations, has established the risk management objective of preserving the value of its financial instruments to ensure that they can be used in support of the Meewasin purpose. Risks are controlled because the *Meewasin Valley Authority Act* requires that investments are made in compliance with the *Financial Administration Act (SK)*.

(b) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. Meewasin is not currently exposed to interest rate risk.

(c) Credit concentration

Financial instruments that potentially subject Meewasin to concentrations of credit risk consist of accounts receivable. 99% (2016 – 97%) of accounts receivable is comprised of amounts due from federal, provincial, and municipal governments, other public institutions such as the University of Saskatchewan and school boards, and financial institutions. Meewasin believes that there is minimal risk associated with the collection of these amounts. Meewasin performs regular credit assessments of its debtors and provides allowances for potentially uncollectible accounts receivable.

MEEWASIN VALLEY AUTHORITY

Statement of General Fund

Schedule 1

Year ended March 31, 2017

	2017	2016
Revenues		
Statutory Funding		
City of Saskatoon	**$ 492,925**	485,163
Government of Saskatchewan	**606,113**	606,140
University of Saskatchewan	**454,157**	454,062
Fee for service	**84,808**	64,449
Grants	**77,450**	38,756
Interest and other	**32,945**	44,610
	1,748,398	1,693,180
Expenditures		
Administrative	**630,154**	645,890
Development review	**106,105**	85,758
Facility operation	**177,923**	216,427
Planning	**134,720**	117,283
Public education and involvement	**273,058**	235,078
Beaver Creek	**252,647**	235,584
Meewasin Valley Centre	**67,610**	213,478
Natural Resource Management	**11,121**	6,209
Special projects	**32,488**	57,290
	1,685,826	1,812,997
Excess (deficiency) of revenues over expenditures	**62,572**	(119,817)
Fund balance, beginning of year	**1**	1
Allocations		
From construction projects fund	**15,585**	60,515
From donations fund	**37,000**	59,302
To land access fund	**(25,000)**	-
Fund balance, end of year	**$ 90,158**	1

The accompanying notes form an integral part of the financial statements.

MEEWASIN VALLEY AUTHORITY

Statement of Construction Projects Fund

Schedule 2

Year ended March 31, 2017

	2017	2016
Revenues		
Statutory Funding		
City of Saskatoon	$ 501,550	556,163
Government of Saskatchewan	303,056	303,028
University of Saskatchewan	227,078	227,031
Fee for service and other	82,902	69,049
Grants	174,888	733,719
	1,289,474	1,888,990
Expenditures		
Beaver Creek	25,810	72,384
Cosmopolitan Park	-	5,620
Fred Heal Canoe Lunch	1,562	-
Gabriel Dumont Park	1,786	-
Kiwanis/ Friendship Park	446	-
Maple Grove	3,571	-
Meewasin Rink	362	6,356
Meewasin Swale	17,988	43,559
Meewasin Swale Trail Development Plan	-	497
Meewasin Valley Centre	21,610	6,638
Meewasin Valley Trail	364,849	1,385,769
Meewasin Valley Trail Infrastructure	74,574	-
Mendel Riverbank	2,009	538,212
Natural Areas	20,353	11,038
North East Greenway	30,235	-
Paradise Beach	3,125	-
Park signage	67,759	5,473
Peggy McKercher Conservation Area	-	4,014
Poplar Bluffs	1,339	-
Riverbank restoration	362,084	274,765
River Landing - Riverfront I	828	12,063
Rotary Park	1,557	1,302
St. Joseph High School	6,790	18,573
Tree planting	81,996	96,874
	1,090,633	2,483,137
Excess (deficiency) of revenues over expenditures	198,841	(594,147)
Fund balance, beginning of year	-	1
Allocations		
To purchase capital assets	(4,342)	(16,325)
To general fund	(15,585)	(60,515)
From donations fund	183,586	158,686
From capital asset replacement fund	-	512,300
Fund balance, end of year	$ 362,500	-

The accompanying notes are an integral part of these financial statements.

MEEWASIN VALLEY AUTHORITY

Statement of Donations Fund

Schedule 3

Year ended March 31, 2017

	2017	2016
Revenues		
General	$ 225,301	290,768
Cameco Riverfront campaign	-	10,000
Major gifts program	55,000	-
Trails Campaign	146,659	418,111
Planned giving	50,523	1,351
Plant-A-Tree	25,756	13,662
Rink Campaign	210	11,466
Gift Club	300	400
Gift shop (gross margin)	968	1,583
	504,717	747,341
Expenditures		
General administration	168,471	122,664
Major gifts program	12,060	-
Trails Campaign	226	34,393
Individual donations	7,946	14,260
Planned giving	1,445	2,851
Plant-A-Tree	3,764	3,757
Rink Campaign	9,601	9,366
Gift shop	4,005	480
Other	1,242	2,812
Saskatoon Community Foundation - Wes Bolstad Fund	-	1,258
Saskatoon Community Foundation - Susan Lamb Fund	335	1,569
The Meewasin Endowment Fund	73,206	54,412
	282,301	247,822
Excess of revenues over expenditures	222,416	499,519
Fund balance, beginning of year	407,931	126,400
Allocations		
To construction projects fund	(183,586)	(158,686)
To general fund	(37,000)	(59,302)
Fund balance, end of year	$ 409,761	407,931

The accompanying notes are an integral part of these financial statements.

STANDING POLICY COMMITTEE ON FINANCE

Saskatoon Land – Internal Audit

Recommendation of the Committee

1. That the Administration further explore what opportunities and options could exist for the City of Saskatoon to create a Municipal Land Development Corporation including the possibility of including infill development;
2. That a report be provided to the Standing Policy Committee on Finance no later than December 31, 2017 on any appropriate recommendations for a potential new governance model for land development by the City of Saskatoon;
3. That the Administration implement the auditor's recommendations and bring an update in one year with a progress report;
4. That the Administration adhere to approved policy in the administration of Saskatoon Land, and bring forth recommendations for policy changes when necessary; and
5. That the Administration develop a communications strategy to make the findings of the audit available to stakeholders in online format and as presentation to stakeholders upon request to be in as plain language as possible.

History

At the May 29, 2017 meeting of your Committee, consideration of the Saskatoon Land Internal Audit and the Administrative response reports were deferred to the August 14, 2017 meeting to provide an opportunity for the Administration and the Internal Auditor to meet with stakeholders and for stakeholder input.

Your Committee received reports from the Administration on the stakeholder consultation, along with the initial reports noted above. Your Committee also received presentations and submissions from stakeholders.

Your Committee submits the above recommendations for consideration by City Council.

Attachment

1. Report dated August 14, 2017 from the CFO/General Manager, Asset and Financial Management;
2. Internal Audit Report and Risk Assessment Reports from Internal Auditors, PricewaterhouseCoopers LLP dated May 23, 2017;
3. Report dated May 29, 2017 from the CFO/General Manager, Asset and Financial Management;

STANDING POLICY COMMITTEE ON FINANCE

4. Letter dated July 28, 2017 from North Saskatoon Business Association
5. Letters dated May 26, 2017 and July 17, 2017 from Saskatoon Region Association of Realtors
6. Letter dated August 9, 2017 from Greater Saskatoon Chamber of Commerce
7. Letters dated July 17, 2017 from Saskatoon and Region Home Builders' Association.

Saskatoon Land Internal Audit Report – Stakeholder Consultation

Recommendation
That the information be received.

Topic and Purpose
The purpose of this report is to provide an update on stakeholder consultation undertaken by Saskatoon Land regarding the Saskatoon Land Internal Audit Report.

Report Highlights
1. Saskatoon Land met with key stakeholders to discuss the Saskatoon Land Internal Audit Report and Administration's response to the recommendations.

Strategic Goal
This report supports the long-term strategy of providing a coordinated approach to customer service with quick and accurate responses under the Strategic Goal of Continuous Improvement.

Background
At its August 15, 2016 meeting, the Standing Policy Committee on Finance approved the scope for the Saskatoon Land Internal Audit.

The final audit report was presented at the May 29, 2017 meeting, at which time, discussions regarding the report were deferred to the August 14, 2017 meeting. In addition, it was resolved:

> "That this matter be referred to Administration and Internal Auditor for stakeholder consultation and report back to the Standing Policy Committee on Finance meeting scheduled on August 14, 2017."

Report
Between May 24 and July 4, the Administration met with key stakeholders to discuss any questions or concerns they may have regarding the internal audit report and Administration's response. All stakeholders opted to meet with the Administration without the internal auditor present. The following is a summary of those discussions.

Date	Stakeholder	Outcome
May 24	Saskatoon and Region Home Builders' Association	SRHBA will conduct a further review and advise Committee directly of any concerns/ questions; did not require an additional meeting after the deferral.
May 24	Saskatoon Region Association of REALTORS®	SRAR did not require an additional meeting after the deferral.

June 26	North Saskatoon Business Association	NSBA will conduct a further review and discussion with membership and advise Committee directly of any significant concerns/questions.
July 4	Greater Saskatoon Chamber of Commerce	Chamber will conduct a further review and discussion of audit content with membership and submit comments directly to Committee if required.

All stakeholders appreciated the opportunity to meet and discuss the report in greater detail with Administration.

Public and/or Stakeholder Involvement
The Director of Saskatoon Land met with representatives from the stakeholders identified in this report to discuss any concerns or answer any questions regarding the internal audit report and Administration's response to the recommendations.

Due Date for Follow-up and/or Project Completion
Follow-up is not required.

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

Report Approval
Written by: Jeremy Meinema, Acting Director of Saskatoon Land
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Saskatoon Land Internal Audit Report – Stakeholder Consultation.docx

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Saskatoon Land
Internal Audit Report

For presentation to Standing Policy Committee on Finance

May 23, 2017



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Disclaimer
This report was prepared by PricewaterhouseCoopers LLP at the request of the City of Saskatoon and is intended solely for the information of the City of Saskatoon. The report cannot be shared with any other parties without prior written consent. In addition, the existence of this report may not be disclosed nor its contents published in any way without PwC's written approval. PwC does not accept any responsibility to any party to whom it may be shown or into whose hands it may come. Our services were performed and this report was developed in accordance with our Internal Audit Services Agreement dated January 1, 2015 and our Statement of Work dated August 9, 2016 and are subject to the terms and conditions included therein. Our work was limited to the specific procedures and analysis described herein and based only on the information made available to the date of this report. Accordingly, changes in circumstances after this date could affect the findings outlined in this report. This information has been prepared solely for the use and benefit of, and pursuant to a client relationship exclusively with the City of Saskatoon. PwC disclaims contractual or other responsibility to others based on its use and, accordingly, this information may not be relied upon by others.

Background and Scope

Background

The City of Saskatoon's City Council formalised its involvement in the land development business in 1954 by actively acquiring land for future development. Since that time, the City of Saskatoon (or the "City") has played an active role in developing Saskatoon communities. Among the core mandates of Saskatoon Land, with particular relevance to this internal audit project, are the following:

- Provide an adequate supply of residential, institutional and industrial land at competitive market values;
- Ensure timely and financially responsible acquisitions of all land requirements for various capital projects;
- Ensure sufficient long-term supply of future development lands;
- Provide returns at competitive rates of return on investment to allocate to civic projects/programs; and
- Operate on a level playing field with other land development interests in the City.

Internal Audit was requested to perform certain procedures related to Saskatoon Land, primarily for the period from January 1, 2015 to July 31, 2016. This project has been carried out subject to the Internal Audit Services Agreement dated January 1, 2015 between the City of Saskatoon and PricewaterhouseCoopers LLP.

Scope and Criteria

The scope of the Internal Audit (IA) engagement, as defined by the SPC on Finance, consisted of the following:

- To assess whether Saskatoon Land is adhering to policy concerning administration of lot draws, returned lots, maintenance of an Eligible Builder's List, and builder's adherence to time frames surrounding lot purchases and construction (i.e. 3-year build requirement).
- To analyse current conflict of interest guidelines for Saskatoon Land to assess whether adequate safeguards exist for Saskatoon Land employees to avoid and/or declare any real or perceived conflict of interest relating to builders and trades who work with Saskatoon Land.
- To analyse residential lot prices and Saskatoon Land's residential lot pricing process in an effort to assess whether Saskatoon Land is competitive and responding to the market or is influencing market conditions.
- To analyse Saskatoon Land's policies and procedures to assess whether they are equitable and whether Saskatoon Land has the proper degree of discretion in the administration of sales, returns and fees.
- To analyse the Privacy and Access to Information Policy that Saskatoon Land utilises to assess whether information that should be made public, as appropriate for a municipality, is being made public, for the sake of transparency for residents of Saskatoon.
- To analyse the current business and governance structure of Saskatoon Land to comment on the appropriateness of the current structure in place and to identify potential alternative business and/or governance structures that might add value to the City's land development efforts and assist in managing risk exposure.
- To conduct a risk assessment of the operations of Saskatoon Land to assess whether investments are timely, adequate and do not overexpose Saskatoon Land to unnecessary investment risk.

Executive Summary

The procedures performed for purposes of the Saskatoon Land Internal Audit Project were varied in nature and addressed a variety of elements of the operations of Saskatoon Land. The scope contained a range of inward-looking procedures dealing with compliance with policies and conflict of interest to more outward-looking procedures dealing with assessing the impact of Saskatoon Land's lot pricing on the broader Saskatoon market, comparing policies and financial reporting practices and business/governance structures in place against those in other municipalities, and conducting a risk assessment of the operations of Saskatoon Land. It bears noting that the scope of the project did not contemplate a fundamental examination of whether the City of Saskatoon should be in the land development and sale business or an examination of one of its core purposes with respect to residential lot sales, being "to assist in fostering competition and diversity in the home building industry in Saskatoon by ensuring fair and equitable allocation of City-owned lots to contractors".

Within each procedure IA identified recommendations and/or next steps for consideration for Saskatoon Land, the City of Saskatoon, and the SPC on Finance (for ease of reference recommendations are denoted in green font throughout the document):

- Procedure 1: Adherence to Policies – IA analysed compliance with four primary areas of policy contained within three City Council policies relating to Saskatoon Land, as well as areas of Saskatoon Land's internal processes designed to facilitate compliance with the City Council policies. Within those four primary areas of policy, including Saskatoon Land's internal processes, there were 19 specific sections examined and 22 specific tests used to examine those sections. As a result of conducting the 22 unique types of tests, here were 16 types of exceptions noted with compliance during the period from January 1, 2015 to July 31, 2016. Of these, there are items for which management appears to have knowingly made exceptions to policy to deal with particular circumstances (10 instances noted), and there are others for which the non-compliance appears to be the result of unintentional error (6 instances noted). As a result, twelve recommendations were made to both improve Saskatoon Land compliance in certain areas and to address certain items in policy with the SPC on Finance to ensure that policies are applied consistently going forward and that the SPC on Finance is comfortable with the discretion being exercised in the administration of the policies. On an overall basis, policies and procedures exist that are consistent with the overarching City of Saskatoon Council Policies that govern Saskatoon Land; however, there is room for improvement in the adherence to those policies and procedures and in defining the degree of acceptable discretion required to administer those policies and procedures.

- Procedure 2: Conflict of Interest – IA conducted interviews with individuals who have worked at Saskatoon Land between the dates of January 1, 2015 and July 31, 2016. Although no previously unresolved concerns with conflict of interest arose, IA has made two recommendations to increase awareness at Saskatoon Land with respect to conflict of interest and for which there are existing good practices in place at other municipalities.

- Procedure 3: Residential Lot Prices/Lot Pricing Process – IA analysed the residential lot pricing process in place at Saskatoon Land and the resulting residential lot prices through several lenses. IA notes that the significant presence of Saskatoon Land in the residential real estate market has an inherent influence on the prices in said market (i.e., as the owner of the largest market share it is inherently difficult to react to a market as opposed to leading that market). However, as a result of our analysis we observed no indicators that the residential lot prices of Saskatoon Land were inconsistent with other residential price trends within the City and furthermore, that all else being

equal, the performance and trends of the Saskatoon residential market were similar to the performance and trends of the residential markets in other comparable municipalities (i.e. no discernible direct impact due to the presence of Saskatoon Land).. Arguably the most meaningful method of analysis to determine whether Saskatoon Land negatively impacts the market is not possible - to compare a Saskatoon market with Saskatoon Land present to the same market in the absence of Saskatoon Land.

- Procedure 4: Assessment of Policies – IA analysed the extent to which policies in place at Saskatoon Land are equitable and the degree of discretion currently being exercised by Saskatoon Land in the administration of those policies. Overall, IA found that the policies and procedures in place are equitable in light of the overarching City of Saskatoon Council Policies that govern Saskatoon Land; however, three recommendations were made in both Procedures 1 and 4 with respect to areas where Saskatoon Land and the SPC on Finance should review to ensure equitability across the contractor base and/or eliminate or more clearly define appropriate discretion.

- Procedure 5: Privacy, Access to Information and Financial Reporting – IA analysed the extent to which Saskatoon Land and the City of Saskatoon are responding to Access to Information requests and achieving transparency in financial reporting. IA found that Saskatoon Land and the City of Saskatoon are responding to all Freedom of Information requests relating to Saskatoon Land. However, the level of transparency in the Saskatoon Land and City of Saskatoon financial reporting, while in compliance with the baseline requirements of accounting and financial reporting standards applicable to the City of Saskatoon, there is currently a low degree of transparency in financial and operational reporting. As a result, IA has made four recommendations.

- Procedure 6: Business and Governance Structure – IA analysed the business and governance structure in place at Saskatoon Land and considered it in light of the results of Procedures 1 through 5 and in light of available alternatives. The reporting focuses on the alternative of a municipal development corporation and examples of existing municipal development corporations in Western Canada. We have recommended that Saskatoon Land, the City of Saskatoon, and the SPC on Finance further contemplate this alternative. While the majority, if not all, of the recommendations in this report could be achieved in part or in full in the absence of a municipal land corporation, the creation of a municipal land corporation to house Saskatoon Land would assist with practically and meaningfully implementing several of the recommendations made in this report. It would create an increased level of independence from the City of Saskatoon and would require increased financial transparency and a separate governing Board with relevant expertise in place, which is currently not being achieved by having the SPC on Finance as the overseer of Saskatoon Land. Establishing a municipal development corporation is a significant undertaking and the cost and effort involved would need to be carefully weighed against the benefits, particularly in light of broader economic challenges the City is facing and governance models being studied in 2017.

- Procedure 7: Investment Risk – a report on this procedure has been provided under separate cover. In this report, IA notes that Saskatoon Land's approach to risk management is consistent with other municipal land development agencies and general industry best practices and that Saskatoon Land's returns are generally consistent with other entities, including private sector land developers. IA also noted that while Saskatoon Land implements risk management protocols that are generally consistent with industry best practices, it could implement additional protocols to further manage risk.

To form an overall conclusion based on the seven primary procedures would be an oversimplification based on the variety of areas analysed. Rather the focus is on the conclusion and/or recommendations in each of the seven distinct areas and the next steps based on the responses to IA's recommendations.

Procedure 1: Adherence to Policies

Explanation of Procedure

This procedure was designed to assess whether Saskatoon Land is adhering to policy concerning:

a) Administration of lot draws;
b) Returned lots (resale in a fair and transparent manner and consistency of fees and penalties applied);
c) Proper maintenance of the Eligible Builder's List including eligibility for lot draws, placement in tiers, and the process for removing and reinstating builders from and to the Eligible Builder's List, including probation periods; and
d) Builder's adherence to time frames surrounding lot purchases and construction (i.e., 3-year build requirement).

Unless noted otherwise, the timeframe of examination for the procedures was January 1, 2015 to July 31, 2016. References to "builder" and "contractor" are used interchangeably. References to Reflex refer to the Reflex Land Development ERP system, which is a software package utilised by Saskatoon Land and is customised to the core requirements and business processes of land development. References to Posse refer to the Computronix Posse Land Management System, a browser based solution which automates workflow associated with building, planning, engineering, permitting, inspections, code enforcement, and other land management activities.

Within the documentation of findings related to Procedure 1, IA has denoted instances in which management appears to have knowingly made an exception to policy to deal with a particular circumstance as (KE) and instances in which the non-compliance appears to be the result of unintentional errors as (UE).

a) Administration of Lot Draws

i) City of Saskatoon Council Policies C09-033 and C09-006

In City of Saskatoon Council Policy C09-033 ("Sale of Serviced City-Owned Lands", Section 3.1 a) i) states that for residential lots, newly created lots can be sold to individuals and contractors through a public lot draw process in conformance with City of Saskatoon Council Policy C09-006 ("Residential Lot Sales – General Policy").

The purpose of City of Saskatoon Council Policy C09-006 is "to allow the City to be competitive in marketing City-owned residential lots". The policy states in Section 3 that "newly-created lots will, subject to the terms and conditions outlined C09-006, be sold to individuals and contractors through a public lot draw process." Saskatoon Land has a documented internal procedure in place to facilitate adherence to the lot draw process in C09-006, which includes details on segmentation of builders, incorporation of individuals into the process, scheduling of the lot draw and lot draw appointments.

There were two lot draws which occurred during the January 1, 2015 to July 31, 2016 period – Parkridge and Aspen Ridge. These lot draws were administered under different processes as the Aspen Ridge lot draw incorporated, for the first time, the segmentation of builders into Category 1 and Category 2 for purposes of the lot draw process.

- Policy C09-006 Section 3 requires that the draw be advertised twice in the local newspaper prior to the lot-draw taking place. The process for advertising the lot draws is that once Saskatoon Land determines when the lot draw is taking place, the information is provided to the Marketing department at City Hall for posting in the newspaper.

  – IA inspected communications from Saskatoon Land to Marketing and verified that proper procedure was being followed and that direction was provided to Marketing to advertise the lot draws in the Saskatoon Star Phoenix.

- Policy C09-006 Section 3.2 states that "The City will determine the number of lots which will be drawn for by both individuals and contractors", and furthermore in 3.2 a) that "Individuals are entitled to purchase only one City-owned residential lot every three years" and in 3.2 c) that "Lots sold during the public lot-draw process are to be allocated on the ratio of 90% for Eligible Contractors and 10% for Individuals". Note that Procedure 1c) will go into further detail regarding "Eligible Contractors".

  – IA inspected the detailed listings of individuals purchasing lots through the Parkridge and Aspen Ridge lot draws. We noted no instances of individuals purchasing lots in both lot draws. IA inspected the overall detailed listing of purchasers for the Parkridge and Aspen Ridge lot draws and noted that the amount allocated to individuals is based on the 10% ratio outlined in policy C09-006. As many individuals that submit an application and meet any other criteria for eligibility will be allowed to participate, and are scheduled into the lot draw once every 10 draws.

- Policy C09-006 Section 3.4 states that "a minimum down payment of 13% of the purchase price together with all applicable taxes is required at the time of purchase", that "the prime rate of interest, as set by the City Treasurer on the date of sale (i.e., the date that the receipt is issued), will be charged on the unpaid balance of the purchase price", and that "the unpaid balance of the purchase price is due and payable in eight months from the date of purchase…if the outstanding balance is not paid in full at this predetermined date, the rate of interest will increase by another five percentage points and will be applied to the unpaid balance".

  – IA inspected a sample of 25 purchases made during the lot draw process and outside of the lot draw process, as Section 3.4 is equally applicable in both cases. IA noted that an internal procedure exists within Saskatoon Land allowing for written extensions to be filed within the first 8 months, allowing for an additional 4 months to pay the outstanding balance. In this case, if there continues to be a lack of payment after 12 months, in order to receive an additional 4 months past the extended deadline (equating to 16 months since purchase), the purchaser is required to pay 5% of the total owing or all outstanding interest (whichever is higher) or face suspension. IA notes that these extensions are a long standing operating procedure of Saskatoon Land.

    ◦ (UE) For the sample of 25 purchases inspected, there were three instances where the interest charged on the outstanding balance did not appear to be in accordance with C09-006. IA understands from Saskatoon Land that two cases were caused by system errors while the third instance was human error..

    ◦ (KE) IA also noted two instances where there were discrepancies related to signed sales agreements and the required 13% of the total purchase price being paid up-front. Saskatoon Land has indicated to IA that they commonly accommodate builders who are unable to attend the lot selection appointment to call or email their selections, and that approximately half of their customers take advantage of this option and attend the office at a future date to execute the Agreement for Sale.

> For lot sales in Kensington, Saskatoon Land indicated that a number of lots were not yet ready for possession at the time of sale, either due to utilities not being ready or lots not being fully serviced. Therefore, while certain lots may have been sold, possession was not transferred until a later date and at this point interest began to be charged.

> For one specific contractor, our sample included two purchases made by the contractor in April 2015 and November 2015. In both instances, there were delays between the time of initial purchase and the time of both signing of the sales agreement and payment of the required 13% of the purchase price. There was numerous correspondence between Saskatoon Land and the contractor, indicating that if there was not timely resolution, the contractor may be disqualified from the Aspen Ridge lot draw in November 2015 and may face a year's suspension from the Eligible Builder's list. During this time the contractor in question participated in the Aspen Ridge lot draw and purchased lots over-the-counter. While Saskatoon Land indicated in its correspondence that ramifications for non-payment could include disqualification from lot draws and disqualifications from the Eligible Builder's list, these options were not pursued. Furthermore, this particular contractor had outstanding accounts at the time of participation in the lot draws and therefore should have been disqualified under policy regardless. See Procedure 1)c)i) for further details.

~ **RECOMMENDATION #1** - IA recommends that Saskatoon Land, following its responsibilities in Section 4.1 of C09-006 to "recommend changes to this policy, when required, to City Council through the Standing Policy Committee on Finance", propose further definition to Section 3.4 to avoid the need for discretion to be exercised by formally contemplating such circumstances and the proper action(s) to be taken regarding interest when they arise. This would include the matter of when to begin charging interest and also the extension to 16 months.

~ **RECOMMENDATION #2** - IA recommends that Saskatoon Land increase its diligence in ensuring that Council Policy C09-006 is adhered to regarding requirement to pay the minimum down-payment of 13% of the purchase price, together with all applicable taxes, at the time of purchase.

ii) Saskatoon Land Internal Procedure – Lot Draw Process

As noted in a) i) immediately above, Saskatoon Land has a documented internal procedure in place to facilitate adherence to the lot draw process outlined in City of Saskatoon Council Policy C09-006, which includes further details necessary to administer the lot draw including segmentation of builders, incorporation of individuals into the process, scheduling of the lot draw and lot draw appointments. Also as noted above in a) i), there were two lot draws which occurred during the January 1, 2015 to July 31, 2016 period – Parkridge and Aspen Ridge. These lot draws were administered under different internal processes at Saskatoon Land as the Aspen Ridge lot draw incorporated, for the first time, the segmentation of builders into Category 1 and Category 2 for purposes of the lot draw process.

Under the new process, first utilised for Aspen Ridge, large builders are defined as Category 1 if they have purchased more than an average of six lots per year over the last 5 years. As such, they are removed from the regular lot draw and required to select their preferred lots from a group of lots predetermined by Saskatoon Land. The number of predetermined lots for Category 1 builders in any given phase will be based on the percentage of total single-family lots that were purchased by Category 1 builders over the last 5 years.

As a result of the two lot draws in-scope for the internal audit project following different internal processes, IA performed separate testing on the lot draws to assess the process in place at the time of administering the lot draw was adhered to.

- For the Aspen Ridge lot draw only, our testing of the administration of the lot draw in accordance with Saskatoon Land's internal procedure for the lot draw process included the following:

  – (KE) IA examined the inclusion of builders as Category 1 based on purchasing more than an average of 6 lots per year over the last 5 years. We noted that builders with an average of at least 6 lots per year over the last 5 years were included as Category 1 builders. However, IA also noted that one builder with an average of only 5.8 lots per year (29 lots over a 5-year period instead of 30), was included in Category 1. For this builder, Saskatoon Land included them in Category 1 as the value of the lots they had purchased, on both a gross value and a weighted average basis, was higher than the Category 1 builder which had 30 lots over the 5-year period.

  – IA examined whether the lots selected were in accordance with the builder order determined by the weighted average builder ranking (no discrepancies noted) and that the number of predetermined lots for Category 1 builders is based on the percentage of total single-family lots that were purchased by Category 1 builders over the last five years. IA noted that the amount of lots to be allocated to Category 1 builders should have been 60 and the actual amount allocated was 54. The discrepancy is due to the fact that not all Category 1 builders participated in the lot draw, and as such the allocation total of the participating Category 1 builders was 54. In this instance, the under-allocation was inconsequential as only 30 lots were sold to Category 1 builders in the lot draw; however, for future lot draws the calculation process should be refined and fully documented.

    ◦ **RECOMMENDATION #3** - IA recommends that the internal procedure be further refined to avoid the need for discretion in these instances going-forward, and also so that there be a clear and formal record of decisions that have been made in the past so that future application of the rule is consistent and there is not inconsistency from one lot draw to the next. In general, one of the challenges with having a highly regulated and defined process is that exceptions to the rule can arise, in which case discretion is required to be applied. In this case, although IA does not necessarily challenge the logic applied to include the builder which fell short by 1 lot, it is inconsistent with the new procedure as written.

- For both the Aspen Ridge and Parkridge lot draws, our testing of the administration of the lot draw in accordance with Saskatoon Land's internal procedure for the lot draw process included the following:

  – IA examined whether, for builders (Parkridge lot draw) and Category 2 builders (Aspen Ridge lot draw): the Eligible Contractors were placed in order as determined by the builder ranking; the lot draw allocation follows the logic of 10% individuals and 90% Eligible Contractors; in the first round no Eligible Contractor has selected more than one lot and in the second round that no Eligible Contractor has selected greater than 3 lots (or their maximum if lower); that no Eligible Contractors are purchasing lots in excess of their allocated maximum until all Eligible Contractors have reached their allocated maximum; and that once lots began to be purchased subsequent to all allocated maximums being reached, that any remaining lots were being purchased one at a time and following the originally determined ranking. We noted no discrepancies in the application of these elements of the lot draws.

- IA examined whether, for a sample of individual purchasers: an application form was submitted along with a certified cheque for $3,000; Saskatoon Land has performed the check that the individual has not purchased a lot within the last 3 years; and only one application per household is received. We noted no discrepancies in the application of these elements of the lot draws.

iii) Summary of Results from Procedure 1a)

With respect to our testing of compliance with policy in relation to administration of lot draws, we noted three instances where the interest charged on the outstanding balance did not appear to be in accordance with C09-006 due to the gap between the sales agreement date and the possession date (UE), and two instances where there were discrepancies related to signed sales agreements and the required 13% of the total purchase price being paid up-front (KE). We also had comments on the process for determining a Category 1 builder and the determination of lots to be allocated to Category 1 builders. From these findings and comments we have three recommendations for Saskatoon Land, noted in green in above sections.

b) Returned Lots – Resales and Fees Applied

In City of Saskatoon Council Policy C09-006, 3.7 ("Cancellations"), it states that "when a cancellation occurs before the lease-option agreement has been signed, the purchaser's down-payment and any taxes paid during the lease period will be fully refunded. When a cancellation occurs after the lease-option agreement has been signed, the purchaser will be charged rent at a rate of 1% per month of the selling price for the period during which he/she possessed the lot. The purchaser will receive a refund equal to the difference between the down-payment (including any taxes paid during the lease period) and the rent charged".

Saskatoon Land also has a process document "Return of Lot – Un-Sell" which guides employees as to how to process a cancellation in the Reflex system. This document is written to assist the individual in properly placing an administrative hold on the returned lot as there is a 1-month period of time required prior to re-releasing the lot for sale. This period is necessary to allow for Saskatoon Land to properly process the required quit claim deed, request from the property tax assessor group the amount of property taxes owed for the possession period, request the property coordinator to perform a site inspection to ensure that the lot is in a sellable condition, and process the payment requisition. Once all of this is performed and the refund cheque is available for the contractor, the hold can be removed from the lot and placed back into inventory, at which time the website is updated.

- IA inspected a sample of 30 cancellations made during the January 1, 2015 to July 31, 2016 period to assess adherence to the requirements of C09-006 3.7 with respect to fees applied.
  - For the sample of 30 cancellations, we noted the following:
    - (KE) In two instances, contractors were assigned a lot during a lot draw based on telephone conversations and emails and disputed the purchases subsequent to the lot draw. As a result of the lack of a signed sales agreement being in place with respect to the purchase of the lot, Saskatoon Land processed the lot as a returned lot and charged only the $500 processing fee, with no other fees or penalties applied. As a result, these lots that were eligible for purchase in the lot draw remained in inventory for months afterward (with one lot still being in inventory as of July 31, 2016).

- (KE) In two instances, contractors were delinquent in signing sales agreements with Saskatoon Land. In these instances, the contractors gained the benefit of having a lot allocated to them for a period of time without having signed a sales agreement, and then were not required to make the necessary penalty payment because of the lack of a signed sales agreement.

- (KE) In two instances, contractors were deemed to be in financial difficulty by Saskatoon Land as a result of concerns with the contractors' accounts receivable levels and therefore the contractors' potential inability to pay all outstanding accounts. Saskatoon Land initiated cancellation of sales agreements with those contractors and, due to the contractors' indicating an inability to return the lots based on the significant interest and penalties that would be required under policy, Saskatoon Land negotiated terms that would allow for the application of a significantly reduced financial penalty to each contractor while at the same time providing incentive for each contractor to sign a quit claim document. In advance of completing a quit claim, IA understands that Saskatoon Land seeks legal advice from the Office of the City Solicitor and that the necessary documents are handled through the City Solicitor. In the first case, the contractor's initial deposit was retained by Saskatoon Land; however, incremental fees and penalties were not charged. In the second case, the contractor's initial deposits (less processing fees, property taxes and interest), were returned to the contractor; however, incremental fees and penalties were not charged. For one of the contractors, an additional purchase was permitted to be made immediately prior to this occurrence, although as per Saskatoon Land this was permitted with the understanding that the other agreements had to be cancelled and a signed offer in place with the contractor's customer.

  > RECOMMENDATION #4 - IA recommends that the practice of allowing contractors to participate in lot draws based on telephone conversations and emails be discontinued, or alternatively that a more formal acknowledgement of the purchase be required from the contractor so that there is no room for dispute subsequent to the lot draw. Note that our review of other municipalities in Procedure 4 indicated that all other municipalities reviewed required purchasers to be physically present to register for and attend the lot draw, and some but not all allowed for an authorised representative to be physically present on the purchaser's behalf. Although the internal procedure at Saskatoon Land for lot draw appointments as currently written allows for builders to phone or email their selections, there is intended to be follow-up performed to confirm that the lot being processed is in fact their choice. In addition to the challenges posed by the instances noted above, it detracts from the lot draw process as a whole as lots are removed from availability that may have been purchased by another contractor. Obtaining signed sales agreements and deposits at the time of purchase, as required by policy, would rectify this issue, as well as address the other issue noted above regarding contractors not signing sales agreements. This echoes recommendations #1 and #2.

  > RECOMMENDATION #5 - IA recommends that Saskatoon Land, in accordance with 4.1(b) of C09-006, recommend changes to the policy to implement any needed changes to 3.7 with respect to cancellations. Saskatoon Land's responsibility under C09-006 is to "Administer the sale of City-owned residential lots in accordance with the terms and conditions set out in this policy". The instances of the allowances made above to initiate cancellations and negotiate fees and penalties are not addressed in policy and require significant discretion. A formal policy should be in place either disallowing these types of negotiations entirely or providing clear guidelines and approval limits if Saskatoon Land and the SPC on Finance wish to continue allowing exceptions to C09-006 3.7.

- For the same sample of 30 cancellations above, IA analysed adherence to the Saskatoon Land internal procedure designed to facilitate Saskatoon Land's proper administration of the return of lots.
  - For the sample of 30 cancellations, we noted the following:
    - (KE) There is discretion applied as to whether or not a site inspection is required prior to subsequent resale of the lot (i.e., if there is a quick turnaround between when the lot was sold and returned or if possession had not yet been granted). For approximately half of the cancellations, there was no record of a site inspection performed.
    - (UE) There was one instance where a returned lot was placed on hold by an eligible contractor prior to the website being updated with details of the newly available lot. Although the refund cheque had been properly processed and signed for by the eligible contractor that returned the lot, a new hold was permitted to be placed on the returned lot before updating the website.
      - > RECOMMENDATION #6 - IA recommends that the rationale for non-performance of a site inspection be clearly documented by the appropriate Saskatoon Land representative. We believe that the exercise of discretion in this area is appropriate and that the decision-making process and criteria need to be clearly reflected in the respective files.
      - > RECOMMENDATION #7 - IA recommends that, prior to accepting any new hold or sale transactions on returned lots, Saskatoon Land staff ensure that the lot in question has been fully updated and posted on the website, at which point it is officially available for purchase by eligible contractors.

i) Summary of Results from Procedure 1b)

With respect to our testing of compliance with policy in relation to returned lots, we noted six instances across three unique situations where the fees and penalties applied on the returned lots was not in accordance with C09-006 (KE) and one instance where there was a discrepancy related to the timing of the returned lot being released from administrative hold for resale (UE). We also had comments on the lot draw process stemming from the findings in this area of examination. From these findings and comments we have 4 recommendations for Saskatoon Land, noted in green above.

c) Eligible Builder's List

In City of Saskatoon Council Policy C09-033 ("Sale of Serviced City-Owned Lands", Section 3.1 a) i) states that for residential lots, newly created lots can be sold to individuals and contractors through a public lot draw process in conformance with City of Saskatoon Council Policy C09-006 ("Residential Lot Sales – General Policy").

The purpose of City of Saskatoon Council Policy C09-006 is "to allow the City to be competitive in marketing City-owned residential lots". The policy states in Section 3 that "newly-created lots will, subject to the terms and conditions outlined in C09-006, be sold to individuals and contractors through a public lot-draw process" and that "any lots which are not sold at the completion of the draw will be sold on a first-come, first-served basis". The policy further clarified in 3.2(b) that "the number of lots to be sold to an individual contractor will be governed by City of Saskatoon Council Policy No. C09-001 "Residential Lot Sales – Contractor Allocations".

The purpose of City of Saskatoon Council Policy C09-001 is "to assist in fostering competition and diversity in the home building industry in Saskatoon by ensuring a fair and equitable allocation of City-owned lots to contractors". The definition of a contractor is "a homebuilder who constructs complete homes for the purpose of resale". C09-001 3.1 states that "The City will not sell lots to a contractor who does not meet the Eligibility Criteria and who does not provide sufficient information to satisfy the City that the criteria is met in spirit and in fact". C09-001 3.2 further states that "The City reserves the right to determine contractor eligibility and to sell lots to only those who are in good standing under the criteria, remove any contractor from its eligibility list at any time, and determine the number of lots it shall offer to any contractor at any time". Furthermore, C09-001 3.6 states that "Violations of this policy will result in the contractor being removed from the Eligibility List".

Within C09-001 3.3, the criteria for eligibility for lot allocations are stated and formed the basis of our examination of this area. For a sample of 10 purchases made in the Aspen Ridge and Parkridge lot draws, as well as for a sample of 15 purchases of single-family lots made outside of the lot draw process during the period from January 1, 2015 to July 31, 2016, we analysed whether the Eligible Contractors purchasing the lots met all stated criteria as follows:

- C09-001 3.3(a) Relationship to Other Contractors: "No allocation will be made to any contractor or company known to have officers or shareholders in common with any other contractor or company otherwise eligible, until both or all contractors or companies so involved have designated only one of the contractors or companies as being the one eligible for allocations". In order to administer this, when Saskatoon Land receives applications for new builders (which all include a requirement for a listing of corporate ownership), this information is validated against information publicly available from Information Services Corporation of Saskatchewan (ISC). Saskatoon Land compiles a listing of all companies and their ownership and a filter is completed to determine whether there is common ownership between any of the companies.

- C09-001 3.3(b) Business Tax/License: "The applicant must have paid a business tax or license fee for the purpose of operating a home building business in Saskatoon". In order to administer this, a copy of the business taxes and/or license fee that is required to be submitted with the application is stored in the individual contractor files maintained by Saskatoon Land.

- C09-001 3.3(d) Purchase Requirement: "Contractors must purchase one lot every two years in order to maintain eligible status".

- C09-001 3.3(e) Mandatory Training: "Completion of the seven modules under the Certified Professional Home Builder Program, offered to both members and non-members of the Saskatoon & Region Home Builders' Association (SRHBA), or a course(s) approved by the Director of Saskatoon Land". As of July 2016, this is a new requirement for eligibility. For members of the SRHBA, this requirement is met once there is confirmation from the SHRBA that the modules have been completed. For non-members, a certification of completion can be supplied to Saskatoon Land as proof of compliance with the requirement. This requirement will be phased in over a two-year period.

- C09-001 3.3(f) Safety Training: "Contractors must complete an approved safety training course approved by the Director of Saskatoon Land". As of July 2016, this is a new requirement for eligibility. This requirement is met by supplying a certificate of completion to Saskatoon Land as proof that the training has been completed. This requirement will be phased in over a two-year period.

- C09-001 3.7 Inventory: "Each Eligible Contractor is allowed to have a maximum of 40 lots purchased from the City in their current inventory. Inventory is defined as all lots that have not been completed to the backfill stage of construction".

- C09-001 3.8 Home Warranty: "Each Eligible Contractor is required to maintain membership in a City recognized Home Warranty program and to register and provide an individual home warranty certificate for a dwelling on each purchased lot".

- C09-001 3.10 Annual Eligible Contractor Application: "Eligible Contractors must file their annual application by February 28 in order to participate in Saskatoon Land activities for that year."

- C09-001 3.11 Insurance Coverage: "Each Eligible Contractor is required to have Workers Compensation and insurance coverage with a minimum of $2 million liability insurance coverage on each build."

  – (KE) IA noted one exception in its testing of the eligibility requirements detailed immediately above, which pertained solely to C09-001 3.10 Annual Eligible Contractor Application, which states that "Eligible Contractors must file their annual application by February 28 in order to participate in Saskatoon Land activities for that year". IA noted that one contractor had submitted the annual contractor form subsequent to the required deadline. Saskatoon Land indicated that when this contractor came off of probation a new application form was submitted that contained new contact information, which was not input into Saskatoon Land's database. As a result of its error, Saskatoon Land concluded that the contractor had not received the 2016 application forms nor any of the subsequent reminders, and Saskatoon Land therefore permitted the contractor to purchase 3 lots during the timeframe that it technically would have been ineligible, as Saskatoon Land considered itself responsible for the error that had been made.

i) C09-001 3.9 Outstanding Accounts

In addition to the criteria highlighted in the section immediately above, C09-001 3.9 states that "Eligible Contractors are required to ensure that their accounts are in good standing. Any outstanding accounts will suspend the company from purchasing further lots over-the-counter and exclude entry into the proceeding lot draw."

For the duration of the January 1, 2015 to July 31, 2016 period under audit, Saskatoon Land's process for determining outstanding accounts was to, at the end of each month, manually scan the listing of lots on the Reflex system and review the listing of payment due dates. As lots are

identified that are approaching their due date, follow-up with individual contractors occurs in the form of letters indicating that the 16-month deadline is nearing and that, if surpassed, the outstanding account will result in suspension from participation in further purchases. The process for determining outstanding accounts was updated in August 2016 to rely on a suspension list that is being produced by the Reflex system to determine if contractors are eligible to purchase further lots. This represents an improvement from the manual process in place previously.

- For our testing of compliance with C09-001 3.9 regarding outstanding accounts, we analysed a sample of 25 purchases made during the lot draw process and outside of the lot draw process, in coordination with an earlier test regarding C09-006.
  - (UE) For approximately half of the purchases selected, there were outstanding contractor balances related to the purchase as of July 31, 2016. Based on the number of days outstanding between the date of purchase and July 31, 2016, all of those purchases which should have resulted in the contractor being included on the delinquency list as of July 31, 2016 were included. However, for one of those contractors, purchases had been made since the time of delinquency.

- Additional testing of compliance with C09-001 3.9 regarding outstanding accounts was performed, which focused on the AR suspensions listings prepared monthly by Saskatoon Land and whether the items identified in those listings resulted in the appropriate suspension from further purchases during the months in violation of C09-001 3.9.
  - (KE) During the January 1, 2015 to July 31, 2016 period, IA identified 5 contractors who made purchases of 19 additional lots through lot draws and/or over the counter sales while on the suspension list for outstanding accounts. While in some cases Saskatoon Land applied discretion, such as ensuring that a signed sales agreement was in place for homes on outstanding lots before allowing a further purchase to be permitted and requiring the payment of all outstanding interest such that only principal balances remain, according to the policy as written these purchases were not in compliance. Saskatoon Land noted to IA that it considers applying discretion in the enforcement of the outstanding account requirement and allowing for sales to take place to be beneficial for both Saskatoon Land and its customers as it provides Saskatoon Land with a lot sale and provides the customer with additional cash flow which it can use to pay down the balance owing. Saskatoon Land considers the use of discretion in these circumstances to be consistent with policy and City Council's priority and strategy to create a business friendly environment.
  - (KE) Through IA's review of the AR suspensions list and testing on payments and extensions granted, IA noted that there is currently a discretion exercised in the enforcement of procedures and significant leeway being provided to contractors in terms of timeframe to pay. There were instances of written requests from contractors for the 8-month to 12-month extension being received and approved outside of the extension period as well as late payment of the minimum payment required to be qualified for an extension from the 12 month period to the 16-month period. IA notes that in instances when payment was late, the extension period had been properly granted.
    - RECOMMENDATION #8 - With the new non-manual system in place to track outstanding accounts, given currently policy as written IA recommends that Saskatoon Land adhere strictly to the requirements with respect to outstanding accounts and be diligent in suspending contractors from further purchases once the 16-month limit is reached, regardless of extenuating circumstances. Under current policy as written, our recommendation would be that no additional purchases be made without actual settlement of the outstanding account, as the commitment to settle an outstanding account is not equivalent to actual settlement of the account. If there is a level of discretion that the SPC on Finance is comfortable having Saskatoon Land

exercise with respect to allowing additional purchases to contractors with outstanding accounts at the time of the proposed purchase, IA recommends that this be incorporated into existing policy or, if full discretion is desired, that this requirement be removed from policy altogether.

- RECOMMENDATION #9 - IA recommends that an examination of the outstanding account procedure and the enforcement thereof be undertaken, as much for the sake of finances/operations as adherence to policy. Each month there is an average of 15 contractors on the AR suspensions listing, and there are several contractors in frequent violation. The exertion of more rigour with respect to enforcement of the extensions as opposed to a rebuttable presumption that each contractor will take the full 16 months to pay will assist in this regard, as will more consistent application of the policy to suspend after 12 months as opposed to 16 months if the criteria for the 16-month extension is not met, including receipt of additional payments.

ii) Summary of Results from Procedure 1c)

With respect to our testing of compliance with policy in relation to the Eligible Builder's List, we noted seven instances where purchases were made by contractors not compliant with policy at the time of purchase, either as a result of an outstanding application or an account not in good standing (KE). We also had comments on the process regarding outstanding accounts and the enforcement of the policy in that area. From these findings and comments we have three recommendations for Saskatoon Land, noted in green in the above section.

d) Time Frame to Build Requirement

i) City of Saskatoon Council Policy C09-006 3.9

In City of Saskatoon Council Policy C09-006, 3.9 ("Time Frame to Build Requirement"), it states that "Purchasers are required to build a fully completed residence by obtaining a clear Final Building Inspection within three years, commencing upon the date of the Agreement for Sale".

Additionally, there are specific clauses in 3.10(b) ("Enforcement of Residency and Time Frame to Build Requirements for Eligible Contractors") that address the temporary removal of violators of this requirement from the Eligible Contractor Listing until the violation has been rectified in full and also provide three specific conditions under which an eligible contractor can receive a 1-year build time extension from Saskatoon Land.

ii) Saskatoon Land Internal Procedure - "Three Year Build Time Verification"

Saskatoon Land also has a process document "Three Year Build Time Verification" which guides employees as to how to verify compliance with the Time Frame to Build Requirement. The process, which is performed every other month, is intended to identify contractors that are within 6 months of the build time limit in order that notification can be provided by Saskatoon Land. We noted that Saskatoon Land had self-identified issues in attempting to automate thisprocess, with the impact being that instances of violations were going undetected. During the period under audit, the process relied on a bridge reporting system between software programs to identify builders in violation of the build-time requirement. This attempt at automating the process was not successful as Saskatoon Land found that there were inaccuracies and deficiencies in the data.

iii) Final Building Inspections

Note that in order to verify the date of a clear final building inspection, IA obtained a print out from the Posse system that lists the types of inspections performed, the date of the inspection, and the status of the permit (i.e., closed or open). IA contacted a representative from the Building Inspection department to inquire regarding further documentation that might exist with respect to final inspection dates. We noted that the final inspector does not retain a signed and dated inspection report but simply indicates electronically in the system that an inspection was performed and the date thereof. We noted, via discussion with Saskatoon Land, that the first final inspection date listed on the report is the date used to determine whether the contractor is in compliance with the Time Frame to Build Requirement (i.e., substantially complete) and that at this time Saskatoon Land will also consider the nature of the deficiencies still existing (i.e., major structural). This requires discretion to be exercised by Saskatoon Land as often there are follow-up final inspections completed after the initial final inspection (i.e., Posse reports for a given site may contain multiple final inspection dates). Additionally, often there are multiple inspectors at a given site over time and individuals may document the inspections differently, making it difficult to differentiate the true, "clear" final inspection. And finally, there could also be inspection dates noted on the Posse report where a home builder was not present and hence no final inspection was actually performed on that date. As a result of the combination of these factors, by using the first final inspection date in Posse, the Time Frame to Build Requirement can be met by a contractor with the permit on the site still being designated as "open" and the building not fully complete.

Another issue stemming from the inconsistencies noted in the preceding two paragraphs is that warning letters are being sent out at times with inaccurate information, or for a lot where Saskatoon Land has accepted a building as being substantially complete based on the first final inspection being recorded in the system but the contractor is still receiving a letter indicating that there is a pending violation as the permit has not been closed. The warning letters are generated and sent automatically however the violation letters are manually produced by Saskatoon Land, therefore a contractor who inadvertently received a warning letter would not necessarily also inadvertently receive a violation letter.

iv) Testing of Compliance with C09-006 3.9

For our testing of compliance with C09-006 3.9, we analysed a sample of 55 purchases made during the period from January 1, 2010 to July 31, 2013 in order to validate compliance with the Timeframe to Build Requirement for the period from January 1, 2015 to July 31, 2016. For the sample of purchases, we noted the following:

- (KE) During the timeframe analysed, the date of the sales agreement is often not the same as the date of possession, in some cases up to a period of 7 months. When administering the Time Frame to Build Requirement, Saskatoon Land considers the requirement to begin from the later of the sales agreement date and the possession date. Saskatoon Land noted to IA that in its opinion this discretion is necessary as Saskatoon Land considers it unfair to hold a builder accountable to a build time requirement for the time period that they are not in possession of the lot, as often single family lots are allocated to builders by Saskatoon Land in advance of servicing completion, which means that the sale agreement is signed before they take possession of the lot.

- (UE) Further to the background provided related to complications with the manual process noted in d) ii) above, based on examination of the reports produced by Saskatoon Land to facilitate monitoring of the Time Frame to Build Requirement it appears that the process had not been conducted every other month, as there were more than 2-month gaps between certain reports produced. Additionally, some of the reports were generated for the incorrect date resulting in builders in violation not being included on the violation list or, more predominantly, builders in violation incorrectly being included on the violation list.

- (UE) Further to the background provided related to warning and violation letters in section d) iii) above, it appears from our examination of the date of the violation letters sent (for instances in our sample of purchases where there were violations) that the letters are not being sent out in a timely fashion.

- (UE) As a culmination of the factors noted above, there were instances noted during our sample where contractors were both inappropriately included and excluded from the listing of violations. In all but one instance, there were no ramifications in terms of non-compliance with policy (i.e., sale of a lot to an ineligible contractor). In that instance, there was a contractor with several lots in violation of the Timeframe to Build Requirement that was permitted to participate in a lot draw and ineligibly purchased eight lots. That same contractor was also in violation of the Outstanding Accounts requirement at the time of those purchases. Saskatoon Land has indicated to IA that it believes the instances of allowing contractors in violation to purchase lots were a result of errors in importing incorrect site identification numbers into Reflex as well as Posse permit record reports for which the system was indicating final inspections for secondary permits such as basement development, decks and secondary suites despite the primary dwelling permit remaining open.

    - RECOMMENDATION #10 - IA recommends that Saskatoon Land, in accordance with 4.1(b) of C09-006, recommend changes to the policy to implement any needed changes to 3.9 with respect to the Time Frame to Build Requirement. Saskatoon Land's responsibility under C09-006 is to "Administer the sale of City-owned residential lots in accordance with the terms and conditions set out in this policy". The discretion required to be exercised regarding inspection dates indicates that further clarification is needed within policy to ensure fairness and consistency in application of the Time Frame to Build Requirement (i.e., to clearly define when a building is considered complete by Saskatoon Land, including any types of outstanding deficiencies that are acceptable for purposes of enforcing this requirement). IA also recommends that either additional

coordination occur between Saskatoon Land and Building Inspection to ensure that there is proper application of policy with respect to "a clear Final Building Inspection" or that the responsibility for enforcing this requirement be removed from Saskatoon Land altogether and become the responsibility of the Building Inspection department.

- RECOMMENDATION #11 - IA recommends that Saskatoon Land implement a new procedure for monitoring and enforcing the Time Frame to Build Requirement. Based on the items noted above, it would be reasonable to conclude that the Time Frame to Build Requirement has not been adequately enforced during the period inspected due to the process implemented and the significant challenges that Saskatoon Land has faced in its attempts to prepare the report via an automated method. Although our preference would be that Saskatoon Land work with the software provider(s) and/or the City of Saskatoon Information Technology department on an automated solution to monitoring and enforcing the Time Frame to Build Requirement, we understand that attempts to do so during the period under audit were unsuccessful and that a new tracking system has been implemented within the software to facilitate monitoring and enforcing the Time Frame to Build Requirement.

- RECOMMENDATION #12 - IA recommends that Saskatoon Land, in accordance with 4.1(b) of C09-006, recommend changes to the policy to implement any needed changes to 3.9 with respect to allowing for the possession date to be used as the commencement date in place of the date of the Agreement for Sale.

v) *Summary of Results from Procedure 1d)*

With respect to IA's testing of compliance with policy in relation to the Time Frame to Build Requirement, several instances were noted where discretion was applied that was not a direct interpretation of the policy as written, and overall IA noted issues with the internal procedure in place to monitor and enforce the Time Frame to Build Requirement which ultimately rendered the policy ineffective. Saskatoon Land has indicated that recent changes to the internal manual procedure to monitor build time requirements represent an improvement that will enable more effective enforcement of the requirement. IA also had comments on the process regarding building inspections and the degree to which it currently impacts interpretation of the policy by Saskatoon Land. From these findings and comments IA has three recommendations for Saskatoon Land, noted in green in the above sections.

Procedure 2: Conflict of Interest

Explanation of Procedure

This procedure was designed to analyse current Conflict of Interest guidelines for Saskatoon Land to assess whether adequate safeguards exist for Administration to avoid, and/or declare, any real or perceived conflict of interest pertaining to builders who deal with Saskatoon Land and their trades. IA also sought to obtain information regarding the extent to which individuals are required to formally declare a conflict of interest (or the absence thereof) during the year. To assist in these efforts, IA interviewed a cross-section of individuals employed during the January 1, 2015 to July 31, 2016 period across Saskatoon Land's various departmental areas.

a) City of Saskatoon Administrative Policy A04-006 "Employee Conflict of Interest"

Saskatoon Land follows City of Saskatoon Administrative Policy A04-006 "Employee Conflict of Interest". The stated purpose of the policy is "to ensure that civic employees and officials are not placed in a position of conflict of interest and are not seen to be in a position of conflict of interest". The policy then has 6 paragraphs in which it speaks to high-level instances of what may constitute a conflict of interest.

Policy A04-006 is particularly relevant to the more client-facing managers and staff at Saskatoon Land (i.e., those who interact with homebuilders and trades on a regular basis as a function of performing their job duties). Saskatoon Land has no more formal policies in place with respect to conflict of interest than does the City of Saskatoon itself.

One particular challenge that could arise for Saskatoon Land employees relates to how to conduct any work on their own personal property which might require one of the eligible contractors or a trade thereof. Practically speaking, an individual employed by Saskatoon Land would out of necessity be required to use one of the eligible contractors or trades that performs work with Saskatoon Land, as otherwise they might need to find a service provider from outside of the community. The issue in this case is more one of "not being seen to be in a position of conflict of interest".

Another challenge is derived from the need for Saskatoon Land management and staff to perform business development while also being mindful of the highly regulated environment in which they work. This is not unlike the challenges faced by many professional services firms. It is logical that to be in the business of land development there is a degree of interaction required with homebuilders to ensure that Saskatoon Land is fulfilling its mandate, while also complying with some of the fairness principles and policies (such as Conflict of Interest) that govern the City of Saskatoon. These similar challenges do not exist to the same degree for the other private land development enterprises in the City of Saskatoon. The primary checks and balances in place for Saskatoon Land in this regard are the lot draw process, the eligible contractor's guidelines, and the tendering process in place for both a) lots falling outside of the lot draw and non-residential lots and b) purchases of services by the site preparation arm of Saskatoon Land. A04-006 2.6(a) and (b) does contemplate the "normal exchange of hospitality between persons doing business together" and "gifts which represent the normal exchange of gifts among friends, tokens exchanged as part of protocol.....such as a business lunch, are acceptable".

b) Interviews Conducted

In conducting our interviews with current and former employees of Saskatoon Land, we noted the following:

- There was no known or communicated requirement to report on conflicts of interest, or the absence thereof, on a regular basis.
- There were no previously unresolved conflicts of interest detected during the period in question.
- There was a general awareness of the City's conflict of interest policy and instances of how it might be applicable to the day-to-day business of Saskatoon Land. Specific instances were provided relating to: awareness of A04-006 6(a) and (b) with respect to receiving gifts or benefits, not providing recommendations of builders when individuals call Saskatoon Land for advice, removing oneself from any decisions where the individual has specific connections to the decision at hand or could be personally impacted.

c) Recommendations

RECOMMENDATION #13 - IA recommends that a formal Employee Conflict of Interest policy specific to Saskatoon Land be developed. This policy would use the City of Saskatoon's Administrative Policy A004-006 as a template, but within each of the 6 sections of the policy could give more specific instances of applicable circumstances which could arise at Saskatoon Land. The existence of the policy would provide more certainty for Saskatoon Land employees of what precisely constitutes a conflict of interest and would work to eliminate any lack of clarity in this area that currently might exist. Saskatoon Land could refer to the code of conduct and conflict of interest policy in place at Calgary Municipal Land Corporation or Surrey City Development Corporation for examples (refer to Procedure 6 for further comments these municipal land corporations).

RECOMMENDATION #14 - IA recommends that subsequent to the Saskatoon Land conflict of interest policy being finalised, that it be presented formally to all Saskatoon Land staff. This should be supplemented by a formal annual declaration from each employee that they understand the policy and are conflict-free. Finally, at the bi-weekly team meetings that take place at Saskatoon Land, conflict of interest should be a standing item on the meeting agenda so that there is an open forum for management and staff to discuss potential conflicts of interest. In particular, this would provide an opportunity to discuss any work being done personally for Saskatoon Land management and staff by contractors and trades (both before and during) and also to discuss any business meetings taking place.

Procedure 3: Lot Prices/Lot Pricing Process

Explanation of Procedure

This procedure was designed to analyse the residential lot pricing process with an aim of assessing the degree of subjectivity in place for each element and the degree of documentation and fact-based evidence in place for each element. Additionally, IA utilised available market data from various sources, including private sales in Saskatoon, bids received on the open market in Saskatoon, and market data pertaining to other relevant municipalities, in an attempt to assess the correlation between the City's residential pricing and the Saskatoon/Saskatchewan market.

a) Residential Lot Pricing Process at Saskatoon Land

Saskatoon Land's residential lot pricing is based on both a) an assessment of current market conditions to determine comparable prices for similar parcels in the Saskatoon market and b) an assessment of the pricing required to earn a reasonable return based on costs. More specifically, Saskatoon Land's residential lot pricing is influenced by factors such as: servicing costs (annual increases or decreases to the approved prepaid servicing rates from year to year); investment return targets (current pricing must support the expected revenue required to deliver the current return that has been projected); location (i.e., west vs. east, proximity to significant natural areas or other amenities); and professional judgement (pricing that the respective land offering can bear in the current market).

Saskatoon Land prepares a "Request to Sell Property" (henceforth referred to as a "Request" for purposes of this report) to the SPC on Finance prior to the release of each new neighbourhood. Within the Request, the number of lots are outlined, as is the method of sale (i.e., lot draw then over-the-counter) and the authorization of the Director of Saskatoon Land to make minor adjustments to the approved pricing that maybe be necessary to account for changes in servicing costs and lots being returned. Each Request highlights the proposed price ranges in the lot draw.

When detailing the lot pricing in the Request, the range of lot sizes and types are described as is the general breakdown and unique features of the lots. The lot prices are determined based on an examination of current lot prices for comparable properties in the Saskatoon market. One inherent challenge in this process is that a significant number of the current lot prices for comparable properties in the Saskatoon market are those belonging to Saskatoon Land, due to its significant presence in the Saskatoon market. This will be commented on in further detail in section b) that follows. A base unit price per front metre is determined and is used to calculate the lot prices. Adjustments are then made to the base price to account for lot location and lot specific characteristics.

Saskatoon Land also prepares a "Financial Information Report" which provides information to the SPC on Finance on the financial projections of each development – the information is deemed highly confidential and remains in-camera. Each report highlights the total number of lots in the development, the total combined revenue anticipated to be generated, and the total expenses (which are comprised of levy costs, direct and off-site servicing costs, neighbourhood enhancements, and administration expenses). Area enhancement expenses for a typical development could include such items as: drainage/buffer landscaping, greenway landscaping, paved lanes, utility relocations, roadway infrastructure, streetscaping, neighbourhood fencing, maintenance, dry and wet pond enhancements, linear park irrigation, and additional area grading. Administration costs include marketing costs (including sales incentive rebates), land administration fees to Saskatoon Land, survey and design costs and property taxes. The total anticipated return on sales is provided in the report, both in terms of net dollars and as a return percentage.

b) Residential Lot Pricing Process – External Indicators

Comparatives available for Saskatoon Land include residential pricing received from the City Assessor of the City of Saskatoon (which IA understands to be publicly available information), current competitor land pricing through builder websites (i.e., for Brighton), and lot prices posted by other municipalities (particularly those of other municipalities with land development activities similar to Saskatoon Land, regardless of scale of those activities). Although there are certainly other economic factors impacting the lot prices being charged in other municipalities, and there are considerations for the type of neighbourhood being developed, these still provide a comparison point in order to consider the reasonability of lot pricing by Saskatoon Land.

For instance, using Aspen Ridge Phase II as an example, IA obtained a file from Saskatoon Land indicating an analysis of recent sales made by vendors in both Brighton and Rosewood in 2016, including the price per square foot, the price per front metre, the shape (i.e., reverse pie, pie, rectangle), the class (lane, park, traditional, buffer) and the average price per front metre and square foot per class.

With respect to Saskatoon-specific pricing, Section 3c) i) through c) vi) that follow capture analysis and comments with regards to comparatives available. With respect to other Western Canadian municipalities involved in land development, based on recent average lot prices in neighbourhoods in Edmonton (Laurel - $167k and Oxford - $172k) and Red Deer (Garden Heights - $181k), Saskatoon's recent average lot prices in Parkridge ($154k), Aspen Ridge - Phase I ($147k) and Aspen Ridge – Phase II ($160k) are comparable. Recent average lot prices in neighbourhoods in Lethbridge (Sun Ridge, Crossings and River Stone - $95k) and Medicine Hat (Southlands and Ranchlands - $91k) are significantly lower.

In terms of recent average lot prices per front metre at other Western Canadian municipalities involved in land development, information was available for Saskatoon, Red Deer and Lethbridge. The base lot price per front meter used for Parkridge was $10,650 and for Aspen Ridge (Phase I) was $11,500. For Aspen Ridge (Phase II) the minimum front meter price is approximately $10,200 with the maximum front meter price being approximately $14,800. In the Red Deer neighbourhood of Garden Heights, the average price per front meter was approximately $11,500 and in Lethbridge the average price per front meter for the three recent neighbourhoods outlined above was approximately $7,300.

A review of recent average lot prices in other Western Canadian municipalities at the present time would suggest, at a high level, that the lot prices being utilised by Saskatoon Land are reasonable. Sections 3c) i) through c) vi), that follow immediately below, also speak to this same type of reference point and conclusion based on more specific Saskatchewan and Saskatoon data.

c) Residential Lot Pricing Process – Market Comparisons

OAs a result of the significant presence of Saskatoon Land in the Saskatoon market, it is difficult to assess independent comparatives within the Saskatoon market without referring back to Saskatoon Land's own lot sales and this self-referencing presents an inherent challenge to the lot pricing process. Section 3a) immediately above detailed the process used by Saskatoon Land for lot pricing and the factors considered, while section 3b) immediately above commented on that lot pricing process and comparable pricing at other municipalities which have land development activities similar to Saskatoon Land. Sections 3c) i) through c) vi) that follow focus on the Saskatoon market itself, both in terms of its behaviour relative to other Western Canadian municipalities since 2010 and also in terms of lot prices within Saskatoon since 2010.

i) City of Saskatoon Residential Lot Market

In understanding Saskatoon Land's lot pricing process, and more specifically to comment on whether Saskatoon Land is responding to the market or driving the market, the same inherent challenges noted above are applicable. As outlined below in Figure 3 c) i) 1), Saskatoon Land sold between 54% and 62% of all residential lots sold in the City of Saskatoon between 2010 and 2013. During 2014 and 2015, that dropped to 40% to 41%. During that same timeframe, as outlined in Figure 3 c) i) 2), the next largest developer was responsible for 16% (2013) to 39% (2015) during that same range of 2010 to 2015. The most recent year, 2015, was the most diverse as the sales by other developers in the marketplace exceeded Saskatoon Land's (42% to 40%) while the other dominant developer in the marketplace had an additional 18%. This is in large part a function of the fact that overall lot sales, in terms of quantity, were significantly down from previous years; therefore, the impact of the individual sales by other developers had a more direct impact on the % of market share than it did in years in which the amount of lots sold was significantly higher.

Figure 3 c) i) 1)

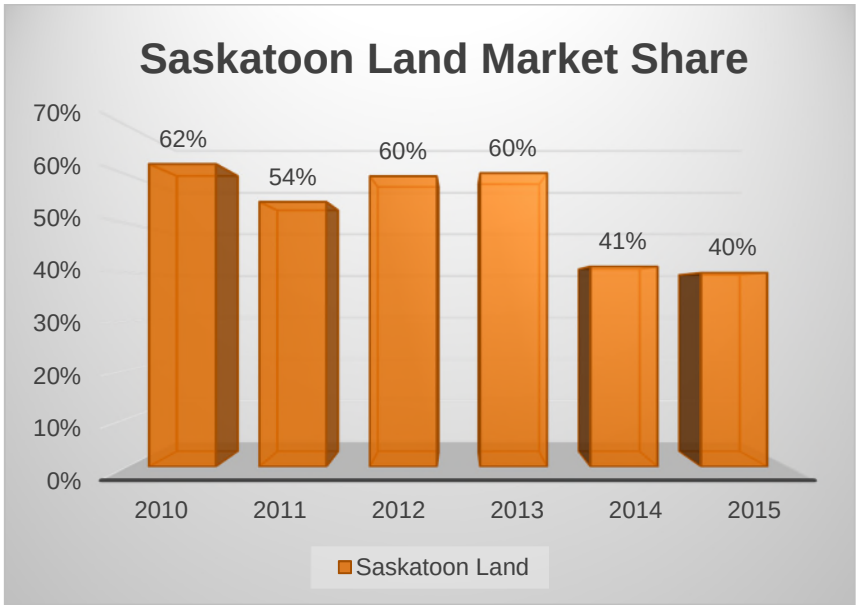
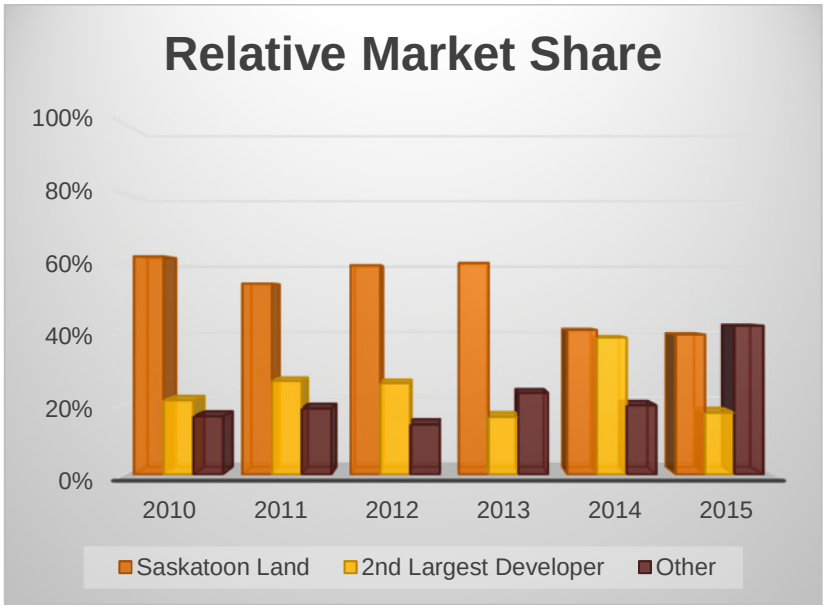


Figure 3 c) i) 2)



In having one individual entity within the marketplace responsible for the majority of sales in that marketplace, regardless of whether it is a municipal entity or otherwise, general economic logic would dictate that the dominant entity will inherently drive market dynamics. Whether intentional or not, and irrespective of policy in place to ensure competitiveness and responsiveness to the market, there is a degree to which Saskatoon Land, by virtue of its dominance in the market, will impact that market. There will be a degree of interplay to which competitors are jockeying for position and there will also be a degree to which competitors are following the prices being determined by Saskatoon Land.

The mitigation to that is the lot pricing process described in sections a) and b) immediately above and the diligence that Saskatoon Land undertakes to determine its pricing. In addition, there is underlying data available which can be used to assess the performance of the Saskatoon market and the degree to which it is impacted by Saskatoon Land's presence. Arguably, the most meaningful method of analysis to determine if there is a degree to which Saskatoon Land negatively impacts the market is not possible - to compare the Saskatoon market with Saskatoon Land present to the same market in the absence of Saskatoon Land. As this is not possible, IA assessed available market data.

ii) Market Factors and Measures: New Housing Price Index (NHPI) – 2010 to 2016

Per Statistics Canada, the New Housing Price Index (NHPI) is released each month and measures changes over time in the contractors' selling prices of new residential houses, where detailed specifications pertaining to each house remain the same between two consecutive periods. The survey also collects contractors' estimates of the current value of the land; these estimates are independently indexed to provide separate statistics for land versus the constructed home itself. The residual (total selling price less land value) represents the current cost of the structure and is independently indexed to provide the statistics for the constructed home. The NHPI is used by housing economists, universities and the general public to track and comprehend events and trends in this component of the construction sector. The information produced by the NHPI is of interest to the real estate industry, as well as building contractors, market analysts interested in housing policy, CMHC, and provincial and municipal housing agencies responsible for housing policy. The reference period is the time period for which the NHPI equals 100, which is currently 2007. The target population for the NHPI is builders in 21 metropolitan areas who primarily build single unit houses in such volume or in such fashion that they can report selling prices for comparable transactions. The total number of builders selected for each city represents at least 15% of the total building permit value of that city. A small portion is also determined through the use of "local market intelligence".

The NHPI statistics for Saskatoon indicate values in the range of 115 to 121 over the period from 2010 through to 2016 (up to August 2016). When looking at Saskatoon only, in **Figure 3) c) ii) 1)**, it indicates that while the NHPI for a house only has increased by approximately 2% over the 7-year period (109 to 113), the NHPI for land only has increased by approximately 9% over that same period (135 to 150).

In terms of the gap between the NHPI for house only versus land only (26.8 in 2010 compared to 36.8 in August 2016), both the gap itself - **Figure 3) c) ii) 2)** - and the growth in the gap - **Figure 3) c) ii) 3) and Figure 3) c) ii) 4)** - over the 7-year period are comparable to that seen in other municipalities. In terms of **Figure 3) c) ii) 2)**, which illustrates the gap itself, the most comparable municipality is Regina, which has a gap comparable to Saskatoon's (indicating similar discrepancies between the rise in the value of land for new homes and the rise in the value of the new home itself) and operates without a municipal land operation. Winnipeg and Edmonton have gaps as well, with Winnipeg's being less than that of Saskatoon's and Regina's and Edmonton's being almost non-existent. In terms of **Figure 3) c) ii) 3) and Figure 3) c) ii) 4)**, which illustrates the growth in the gap, Saskatoon's changes year-by-year and overall since 2010 are comparable to, and in some cases significantly less than, the other municipalities.

The combination of these figures would indicate that the pricing of lots, based on Saskatoon Land's lot pricing policies, relative to the pricing of homes, is consistent with the trends in other municipalities that lack a prominent municipal development entity.

Figure 3) c) ii) 1)

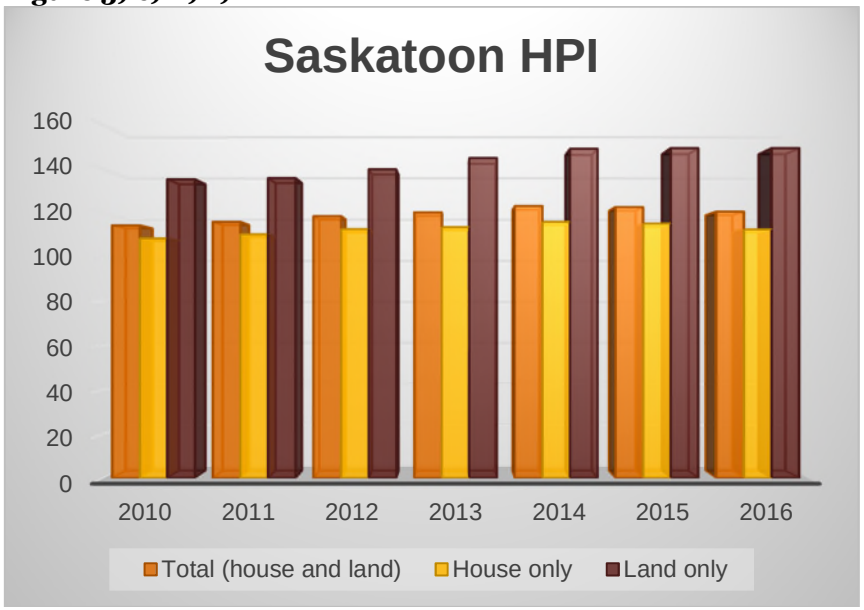


Figure 3) c) ii) 2)

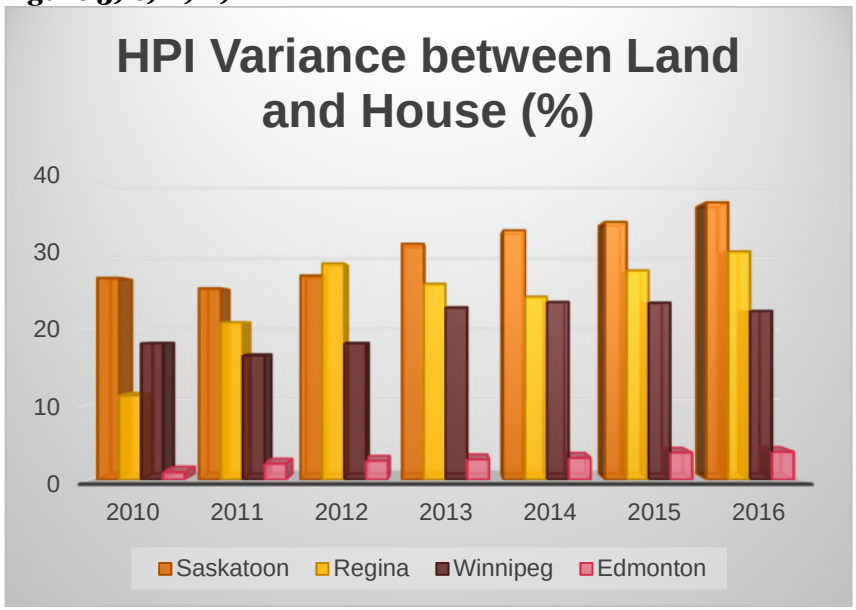


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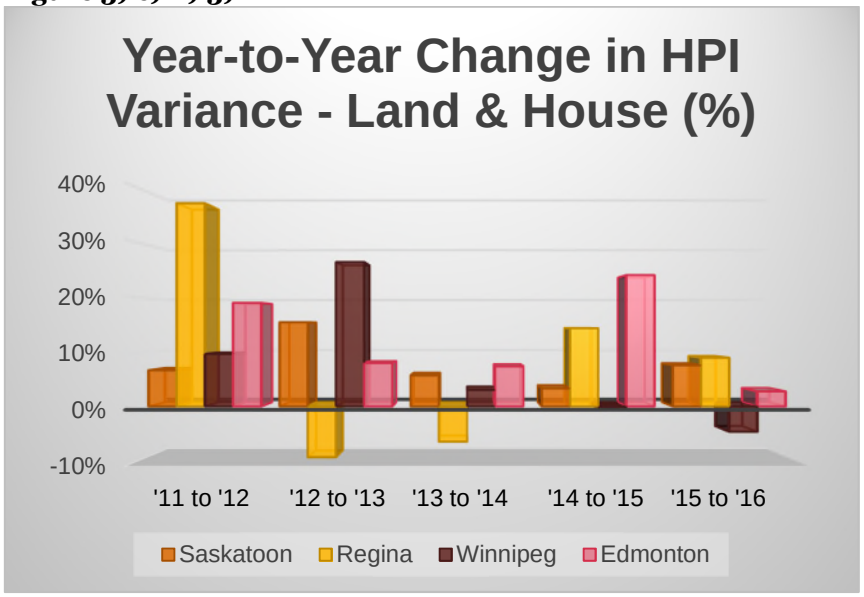
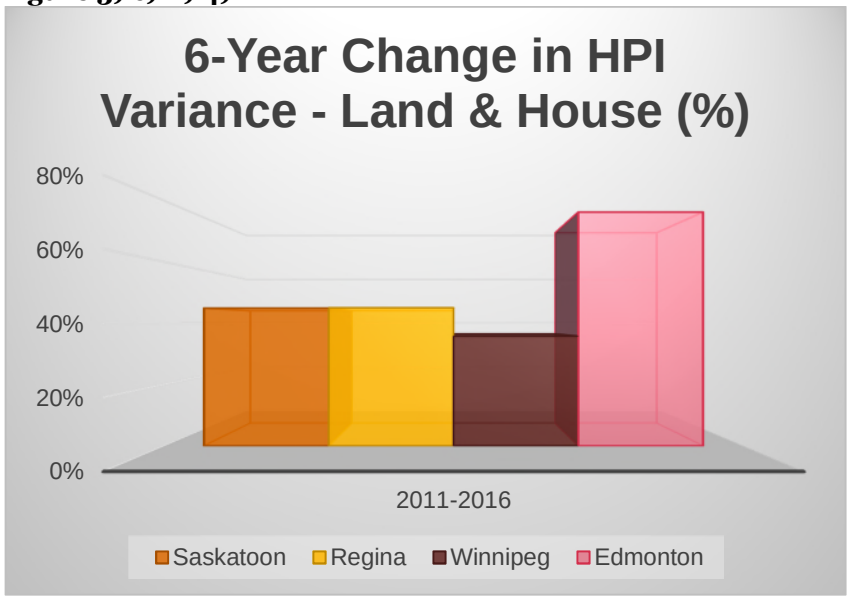


Figure 3) c) ii) 4)



iii) Market Factors & Measures: MLS Average Prices / CMHC Average Single-Detached

The MLS average price statistics indicate that the change in average prices in the Saskatoon market – **Figure 3) c) iii) 1) and Figure 3) c) iii) 2** – are comparable to those experienced in other municipalities (either within the reasonable range or in many instances lower) and the trends in the average prices of single-detached homes – **Figure 3) c) iii) 3) and Figure 3) c) iii) 4)** – are also comparable to those experienced in other municipalities. Of course there are other economic conditions at play in each of these municipalities that are unique; however, all else being equal, this indicates that the Saskatoon market is experiencing market price changes consistent with other comparable municipalities which do not have a prominent municipal development entity.

Figure 3) c) iii) 1)

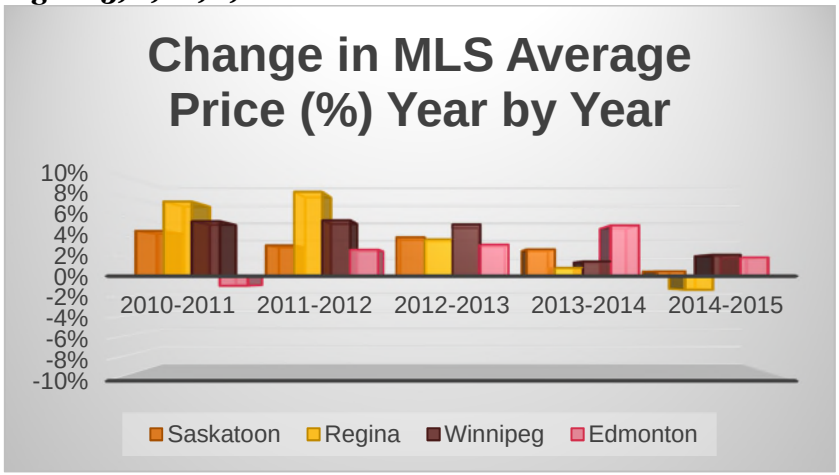


Figure 3) c) iii) 2)

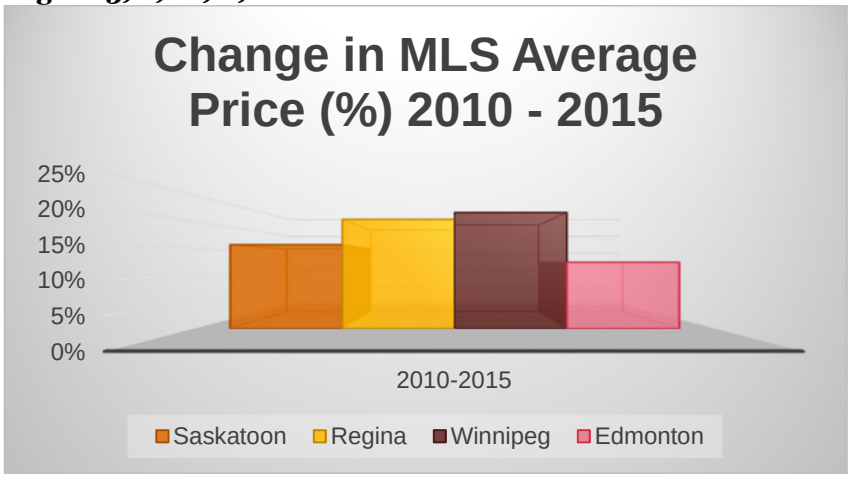


Figure 3) c) iii) 3)

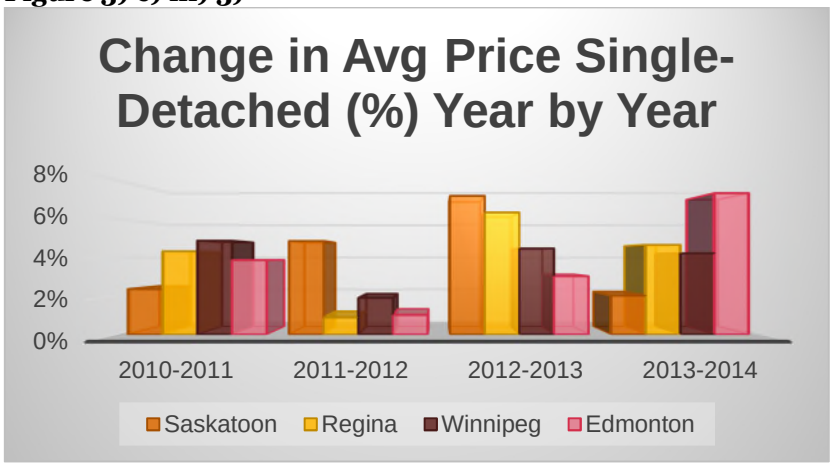
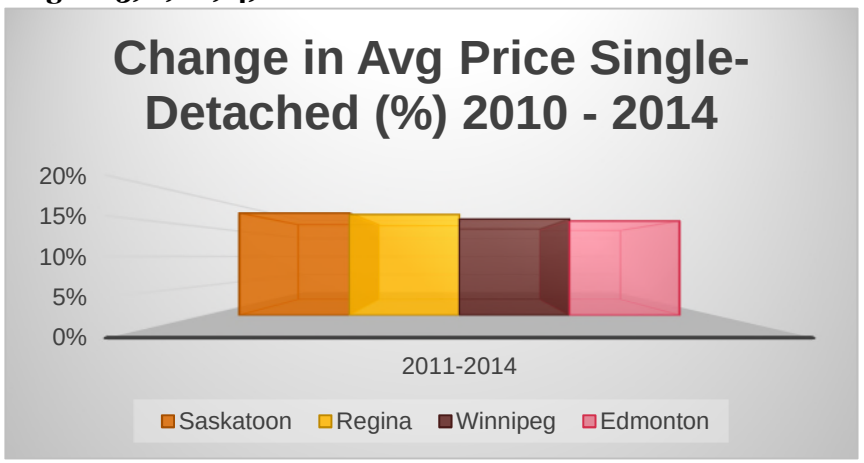


Figure 3) c) iii) 4)



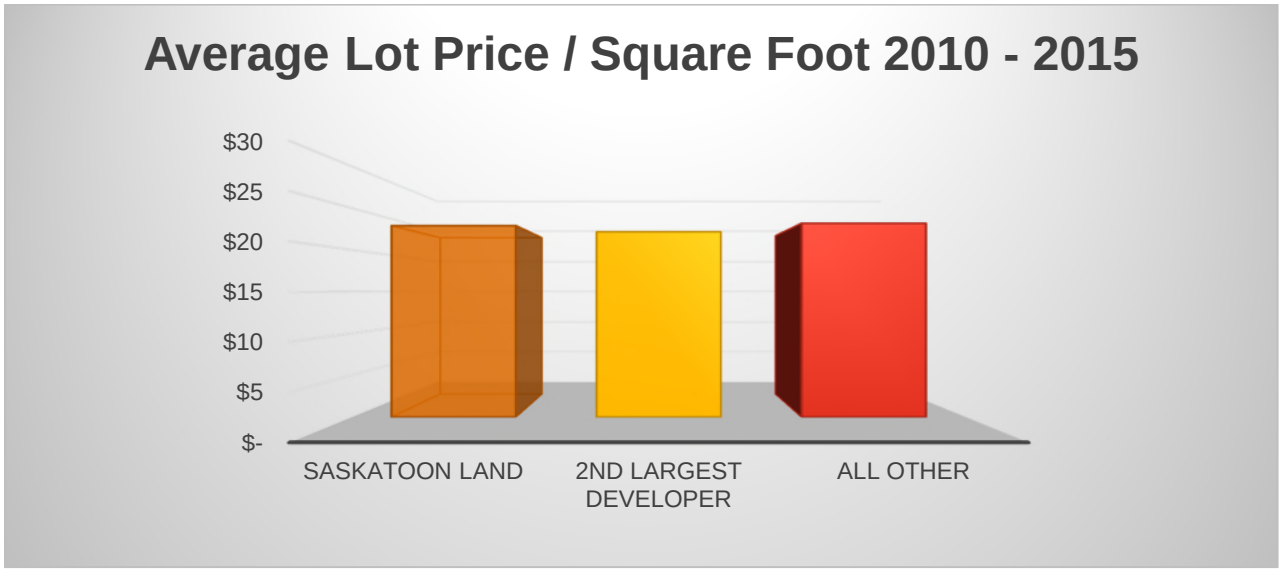
iv) Market Factors & Measures: Saskatoon Residential Lot Sales – 2010 to 2015

IA obtained, from the City Assessor for the City of Saskatoon, information on all residential lot sales occurring from January 1, 2010 through December 31, 2015. This information included the sale date, the sale price, the neighbourhood in which the lot was sold, the vendor and the size of parcel. From this information, IA was able to assess City of Saskatoon land sales by neighbourhood (on a per unit basis) to those of other vendors. It warrants repeating that there is a degree to which Saskatoon Land, by virtue of its significant presence in the market, will impact the market conditions, such that there will be some degree to which competitors are "jockeying for position" and there will also be some degree to which competitors are following or "riding" the prices being determined by Saskatoon Land.

Note that Saskatoon Land also leverages this same information as part of the process to determine fair market value. There is processing required to the raw data however, as lot frontages are factored in to determine the front metre price due to lot widths and types typically not being included in the City Assessor's data. Saskatoon Land also removes sales that appear to be "below board". Saskatoon Land also notes that the data has a time lag that is required to be factored into their consideration. Although the data identifies developer to builder land transactions, Saskatoon Land notes that sales prices used in these transactions may be slightly outdated for certain lots as payment terms in the related Sales Agreements may allow up to a year before the lots are paid out and titles transferred, in which case the sales data for those transactions will be a year behind.

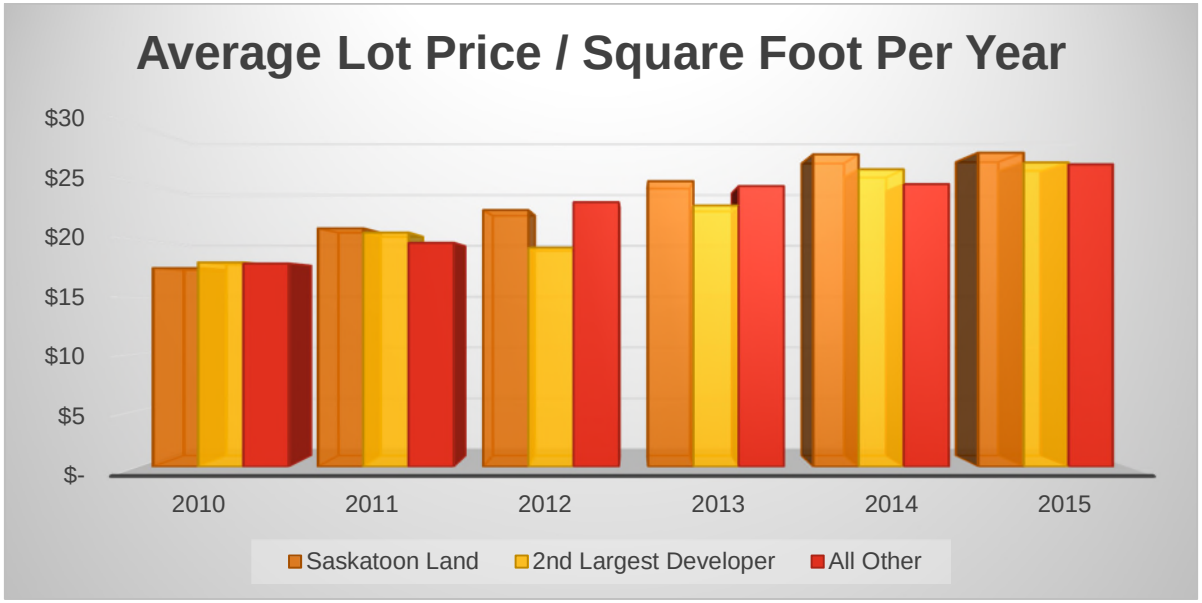
From an overall perspective, the average price per land unit over the 6-year period when comparing Saskatoon Land to the next largest developer to all other developers combined is comparable, as indicated in **Figure 3) c) iv) 1)** immediately below. Note that during this period Saskatoon Land represented 57% of all sales and the next largest developer 27%. The bottom 5% of all sales in the market were removed from the analysis to remove the impact of "one-off" sales in neighbourhoods with minimal sales activity which skewed the average price of the "All Other" category.

Figure 3) c) iv) 1)



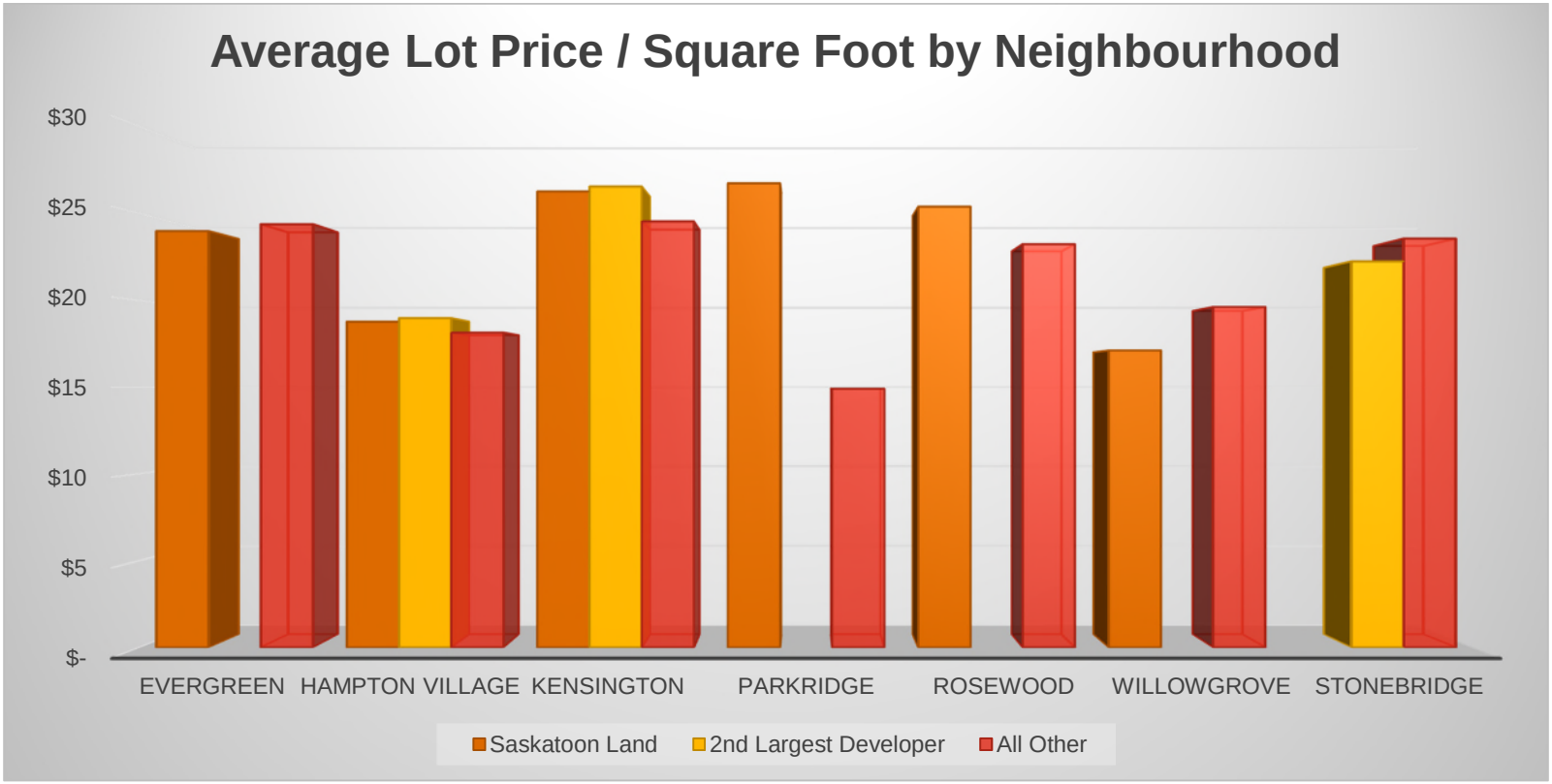
Note that when performing the same analysis within each year of the 6-year periods in **Figure 3) c) iv) 2)** below (and continuing to exclude the bottom 5% of all sales in the market, representing the least active neighbourhoods), while there is slight movement in the relative position of each category year-over-year, the same holds true in terms of comparable lot prices per land unit between Saskatoon Land, the next largest developer, and all other developers.

Figure 3) c) iv) 2)



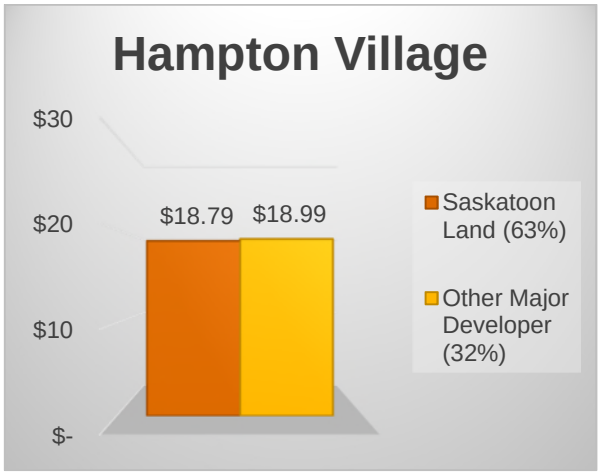
Note that there are only two primary neighbourhoods where both Saskatoon Land and the next largest developer sold residential lots during the 2010 to 2015 period (Hampton Village and Kensington), and only one neighbourhood from which Saskatoon Land was absent (Stonebridge). In all neighbourhoods with the exception of Parkridge - as demonstrated below in **Figures 3) c) iv) 3) and 3) c) iv) 4)** - there was a fairly reasonable correlation between the average lot price per land unit for Saskatoon Land and the average lot price per land unit for other vendors in the neighbourhood. In Rosewood, the average lot price per land unit for Saskatoon Land was slightly higher than for all other vendors, whereas in Willowgrove the opposite was the case. The average lot price per land unit in Stonebridge, which preceded other neighbourhoods in the chart and from which Saskatoon Land was absent, is within the band of lot prices per land unit in other neighbourhoods. Of course there will be certain characteristics of the lot within each neighbourhood which impact lot price per land unit and there are characteristics unique to the neighbourhoods themselves, but when analysed at this level it would suggest that competitive market values are being achieved by Saskatoon Land, notwithstanding the inherent challenges noted earlier.

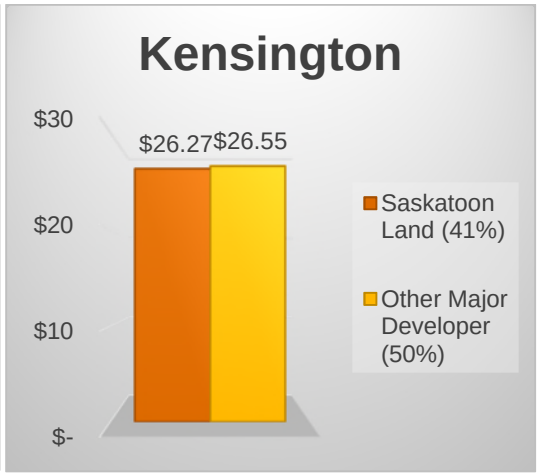
Figure 3) c) iv) 3)

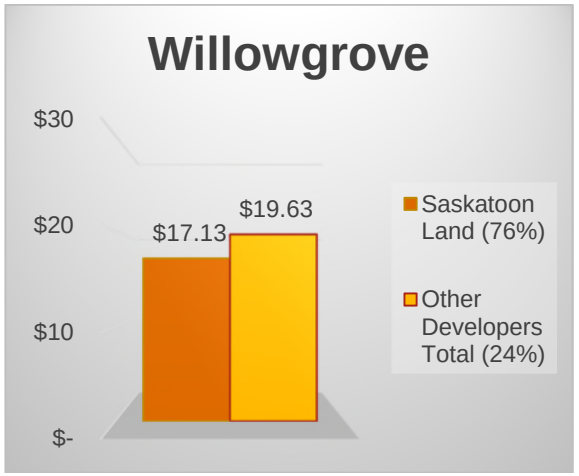


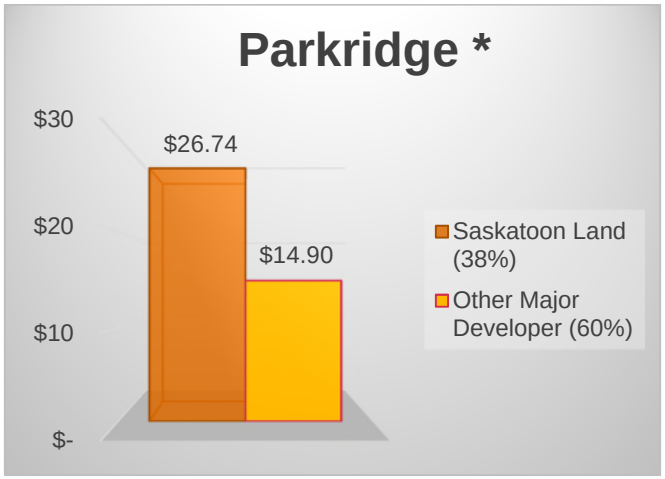
And finally, when looking at the detail of each neighbourhood for the 2010 to 2015 period and comparing Saskatoon Land to the other significant developer(s) in the neighbourhood, with the exception of Parkridge - as demonstrated below in **Figure 3) c) iv) 4)** - there was a fairly direct correlation between the average lot price per land unit for Saskatoon Land and the average lot price per land unit for other vendors in the neighbourhood. The figures in parentheses indicate the percentage of lots sold in that neighbourhood attributable to the designated developer.

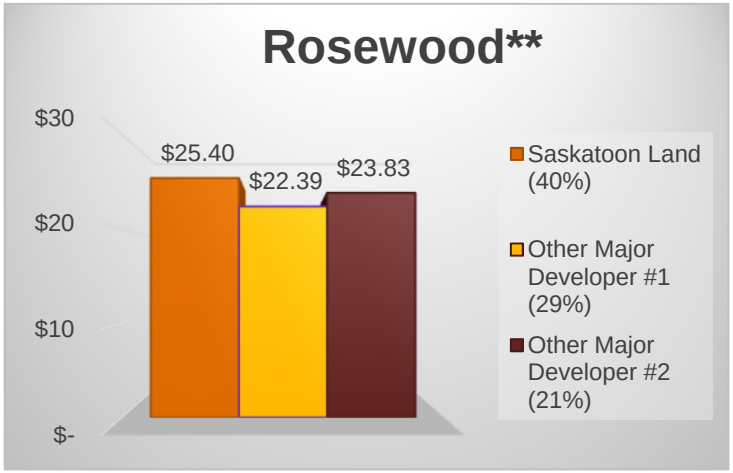
Figure 3) c) iv) 4) – note that in these figures, the designation "Other Major Developer" can refer to different developers dependent upon the specific neighbourhood.











* IA notes that for Parkridge, Saskatoon Land sold its lots in April 2015 through August 2015, while the other developer sold its lots between April 2010 and February 2012.

** IA notes that per Saskatoon Land, they had a high proportion of high-end lots in Rosewood. Per Saskatoon Land, in the Rosewood project Saskatoon Land's holdings were best positioned to take advantage of higher-end custom homes; therefore, lots were designed to capture this market segment resulting in higher lot prices and higher returns.

v) Market Factors & Measures: Emerging Trends in Real Estate Report (2016 & 2017)

The Emerging Trends in Real Estate 2016 report ("ETRE 2016"), published by IA and the Urban Land Institute, stated that "Calgary and Edmonton – and, to a lesser extent, Saskatoon – aside, the outlook for Canadian real estate remains generally stable. The ripple effect of the slowdown in primary industry and utilities could cause slower growth across all sectors of the Saskatoon economy. Lower demand for housing is likely to slow residential construction, and commercial construction is likely to proceed cautiously as well. Real estate volumes are projected to shrink in 2016 from 6.1% to 3.3%, and this is expected to slow activity in finance, insurance, real estate, and other parts of the service sector". In the Emerging Trends in Real Estate 2017 report ("ETRE 2017"), it included comments that "local construction activity dropped sharply last year, and is expected to fall – though much more modestly – again this year. The decline is almost entirely the result of softness in the residential housing markets; projects developed during the boom years are coming on stream and simply adding to unsold inventory. But the residential sector's doldrums are balanced by ongoing solid performance in other sectors".

According to the ETRE 2016 report, and in reference to the TD Economics "Canadian Regional Housing Outlook", the average home price in Saskatoon is ranked 7 of 9 (i.e., the 3rd lowest among the 9 cities included in the analysis - Vancouver, Toronto, Calgary, Ottawa, Edmonton, Montreal, Saskatoon, Halifax, Winnipeg) at $297,800 (up from $287,500 in 2013). The update in the 2017 report indicates that of the 10 cities surveyed (Quebec City was added), Saskatoon saw the largest downward change in housing prices at negative 2.8%, with another decrease of 1.7% forecast for 2017 (which would be the 3rd highest downward change in the 2017 forecast).

However, also according to the ETRE 2016 report, the "price to income ratio" (ratio of the metro-area average home price to the median income) is ranked 4 of 9 (i.e., the 4th highest in that same group of cities) at 4.5:1 (down one point from 4.6:1 in 2013). In the ETRE 2017 report and based on the TD Economics "Regional Housing Report", Saskatoon is ranked 4th again in terms of affordability, this time measured by mortgage payments as a percentage of average household income. According to the ETRE 2016 report, Saskatoon is ranked in the middle (i.e., 5 of 9 in 2016 and 6 of 9 in 2017) in terms of overall real estate prospects, which is a combination of investment opportunity, development opportunity, and housing opportunity. Saskatoon is ranked approximately 3 of 5 (or fair) in all 3 areas on a scale of 1 (abysmal) to 5 (excellent).

In terms of Saskatoon Land's reaction to the above factors, while at the present time there have been no changes made to the price of existing residential lot inventory, there has been a hold placed on future planned servicing for 2017 to avoid further build-up of inventory levels.

vi) Market Factors and Measures: Summary and Conclusion

IA analysed the residential lot pricing process in place at Saskatoon Land and the resulting residential lot prices through several lenses. IA notes that the significant presence of Saskatoon Land in the residential real estate market has an inherent influence on the prices in said market (i.e., as the owner of the largest market share it is inherently difficult to react to a market as opposed to leading that market). However, as a result of our analysis we observed no indicators that the residential lot prices of Saskatoon Land were inconsistent with other residential price trends within the City and furthermore, that all else being equal, the performance and trends of the Saskatoon residential market were similar to the performance and trends of the residential markets in other comparable municipalities (i.e. no discernible direct impact due to the presence of Saskatoon Land). Although there are indicators that perhaps the degree to which lot prices are rising is not quite directly correlated with the overall trends in housing, the discrepancy is minor. Arguably the most meaningful method of analysis to determine if there is a degree to which Saskatoon Land negatively impacts the market is not possible - to compare the Saskatoon market with Saskatoon Land present to the same market in the absence of Saskatoon Land. As this is not possible, all of the available market data included in sections 3) c) i) through 3) c) v) was assessed.

Procedure 4: Assessment of Policies

Explanation of Procedure

This procedure was designed to analyse Saskatoon Land policies and procedures to assess whether they are equitable and whether Saskatoon Land has the proper degree of discretion in the administration of lot sales, returns and fees. In addition to considering the results of Procedure 1, IA compared policies and procedures in place at Saskatoon Land against those in place at other municipalities with land development activities.

a) Equitability and Discretion

The purpose of City of Saskatoon Council Policy C09-001 "Residential Lot Sales – Contractor Allocations" is "to assist in fostering competition and diversity in the home building industry in Saskatoon by ensuring a fair and equitable allocation of City-owned lots to contractors". The design of the sale process, both lot draws and over-the-counter, requires the purchaser to be an Eligible Contractor with Saskatoon Land. The criteria for eligibility have been designed to ensure that, while a purchaser must demonstrate that they are capable of building homes with professional integrity and safety as a priority, there are limited restrictions on the number or size of homebuilders that can participate in the Saskatoon marketplace in order to ensure competition and diversity. This is in keeping with the intended purpose of Council Policy C09-001. Furthermore, the design of the lot draw process itself is driven from that City Council policy in terms of allocating lots to Eligible Contractors. For the most recent lot draw in 2015, a new tiered process was introduced (after stakeholder consultation) by which the most active Eligible Contractors were eligible to receive more allocations sooner in the process. This was introduced by Saskatoon Land in reaction to criticism received from high-volume builders as to the difficulty in being able to purchase desired lots in the preferred quantity and location through the previous lot draws held.

By instituting C09-001, City Council (through Saskatoon Land) have essentially designed an economic development initiative in which a variety of sizes of homebuilders can sustain operations in the Saskatoon marketplace as a result ofSaskatoon Land's lot draw process, in a fashion in which they may not otherwise be able to in the absence of Saskatoon Land. In this sense, while the practice of categorizing builders, and then permitting Category 1 and Category 2 builders to participate in the process of selecting residential lots, has received some criticism from members of the business community and from homebuilders, the policies and procedures in place at Saskatoon Land regarding the criteria for Eligible Contractors and the Contractor Allocations are equitable in that they are consistent with the design of Council Policy C09-001. A more restrictive policy in terms of eligibility requirements and the lot draw process would represent a fundamental shift from C09-001, as currently written, and would require Council and Committee direction.

In terms of discretion exercised with respect to the policies in place, IA has made specific observations and recommendations throughout Procedure 1 of this report where there is a need for Saskatoon Land to revisit their application of policy via internal procedures with the SPC on Finance to ensure that the discretion exercised is resulting in equitable application of the underlying policy. Within the Procedure 1 section of this report there are specific recommendations in each area that Procedure 1 analysed, including for lots sales and returns and fees, which address this point.

b) Comparison to Other Municipalities

Although the City of Saskatoon has a more prominent role in land development than exists in most other municipalities across Canada, the involvement of municipalities in land development is not uncommon. For example, for purposes of comparison IA utilised Edmonton, Red Deer, Lethbridge and Medicine Hat – other Western Canadian cities that have direct municipal involvement in land development and sales.

i) Illustrative Example – City of Lethbridge

As an illustrative example mirroring to some degree the City of Saskatoon's conscious role in land development since the 1950's, prior to 1968 the City of Lethbridge came into possession of parcels of land, often through tax recovery, and since 1968 the City of Lethbridge has increased its involvement in the physical development of Lethbridge through land banking ("assembly and accumulation of large areas of land and the holding of those areas for a period of time so that land can be converted from raw land to serviced lots for development in an efficient and systematic manner and according to market demand and to encourage the integrated layout and subdivision of sizeable tracts of land in one continuous operation") and land ownership and the development of City-owned land for urban use. In the 1970's, approximately 52% of all land developed for residential purposes was owned by the City of Lethbridge. In May of 1976, Lethbridge City Council passed a resolution "re-affirming its policy that it is, and intends to continue to be, in the land development business". The City of Lethbridge's stated reasons for land banking are to:

- to provide a supply of serviced land for development;
- to more directly influence development of land so as to achieve City policies in the development of Lethbridge as a whole;
- to have more direct influence in producing an attractive and efficient living environment through land ownership and development, achieved by neighbourhood and subdivision design and by influencing the types of development through conditions of sale;
- to provide competition to private developers and to keep the price of lots down; and
- to retain, for the public, the incremental value of land (the difference between the purchase price of raw land and the price of the same land sold as lots or parcels after deducting the costs of servicing, subdivision design, holding costs, etc.).

A report commissioned in 1977, and continuing to form the fundamentals of the City of Lethbridge's land development and sales activities today, recommended that the City of Lethbridge commit an annual supply of 25% to 50% of all land to be developed for residential purposes and at all times to have at least a 10-year supply of land in reserve. It also suggested that land be sold at a price lower than the current market value, thus reducing the housing cost for the ultimate home buyer.

ii) Comparisons and Recommendations

IA compared policies and procedures in place at Saskatoon Land against those in place at other municipalities with land development activities. Included below are examples of policies and procedures from other municipalities based on recent sales activity in those municipalities. IA noted that other municipalities have additional flexibility in that policies and procedures sometimes vary from year to year and even can vary from neighbourhood to neighbourhood, allowing the municipality to make adjustments at given points in time (for example, the elimination of construction completion deadlines for certain neighbourhoods in Red Deer). This may be practical in these other municipalities as a result of their land development and sale activities being less significant than those at Saskatoon Land. In our view, given the size and scale of Saskatoon Land's operations, the fashion in which Saskatoon Land operates is preferable in that there are specific overlying Council Policies to be complied with to ensure consistency from sale to sale and if there is a need for adjustment, Saskatoon Land can make that request to the SPC on Finance.

Comparisons of Saskatoon Land to Other Municipalities

Policy/procedure	Lethbridge	Medicine Hat	Red Deer	Edmonton	Saskatoon
Deposits and Other Related Fees	10% of lot value due at the time of lot selection plus "Design & Development Guideline" deposit to enforce the design and development guidelines.	10% of purchase price.	Application fee of $5,000 is required to enter the lot draw, which applies to the purchase price but is forfeited if the applicant selects a lot but does not enter into a Land Sale Agreement. Security deposit of $10,000 is required at time of Land Sale Agreement. Also an architectural security deposit, refunded upon final inspection and completion of landscaping.	Non-refundable qualifying deposit of $5,000, refundable performance fees of $15,000 and balance of 15% deposit.	13% of purchase price.
Timeline to Pay	Purchases must be completed within 90 days for individuals (120 days for builders) or 10% deposit is then forfeited and lot must be paid prior to permit.	Purchasers must pay the balance of the purchase price within 60 days of the Land Sale Agreement or deposit forfeited.	1/3 of the purchase price less application fee due within 15 days of completion of servicing, 1/3 within 4 months of sale, and 1/3 within 8 months.	Balance of lot price if due within 3 months and overdue payments accrue 18% interest in the outstanding balance.	Unpaid balance is payable 8 months from the date of purchase. First 8 months incur interest at the prime rate and after 8 months prime plus 5%.
Lot Returns	Not specifically contemplated in available policy and/or process documents.	Within 60 days of the Land Sale and deposit is forfeited to City. If return is in conjunction with another purchase, the 10% deposit will not be forfeited.	Entitled to refund of the portion of the purchase price paid under the agreement, less the greater of a) $5,000 application fee or b) an amount equal to 10% per year of the total purchase price multiplied by the # of days elapsed from the date of the agreement OR option to re-purchase the property for 80% of the original purchase price and/or forfeit deposit.	Not specifically contemplated in available policy and/or process documents.	Charged "rent" at a rate of 1% per month of the selling price for period of possession. Refund is equal to the difference between the 13% down payment and the rent amount.

Time Frame to Build Requirements	Construction on the home must be completed within 12 months of purchasing the lot. Landscaping must be completed within 18 months of purchasing the lot to a standard consistent with the amenities and aesthetics of the applicable neighbourhood.	Construction must commence no later than 18 months from the date of the Land Sale or pay extension fees (advance payments ranging from 0.5% to 1.0% of the purchase price per month). If not, the Land Sale may be terminated. Construction must be completed no later than 30 months from the date of the Land Sale or pay extension fees of 0.5% per month.	Construction must commence within 12 months of the Land Sale. In order to start construction, the balance of the purchase price must be paid. If construction does not start within the required time frame, a refund is processed as per Lot Returns section above. Construction must be completed no later than 18 months from the sale date.	Construction must commence (i.e., footings and foundation) within 7 months of possession date. Construction must be completed within 15 months and inspection performed, at which point performance fee is returned to the purchaser.	Purchasers are required to build a fully completed residence by obtaining a clear Final Building Inspection within 3 years, commencing upon the date of the Agreement for Sale. Extensions may be granted for an additional 12 months provided that certain conditions are met.
Other	Lethbridge Land actively selects builders. Three specific builders were chosen for the Crossings development. 50% of lots were sold to selected builder group, with the remaining 50% publicly available.	No other items noted.	Any individual, business or charitable organization may make application to purchase a lot via lot draws. Contractors are required to have only a City of Red Deer General Contractor's License and a GST number.	No other items noted.	No other items noted.

From the comparisons noted in the table above, we note that Saskatoon Land may consider the following options based on practices in place at other municipalities:

- RECOMMENDATION #15 – IA recommends that Saskatoon Land consider increases to the types (i.e., application fees, qualifying deposits, design/development/architectural deposits and performance fees) and amounts of deposits and related fees required in order to facilitate entry into the lot draw and/or the sales agreement itself.

- RECOMMENDATION #16 – IA recommends that Saskatoon Land consider reducing the timeline to pay and/or the interest rates and/or the consequences of non-payment. Other instances were noted of much stricter timelines to pay in certain municipalities (i.e., 2, 3 or 4 months), much higher interest (i.e., 18%) and much stricter consequences of non-payment (i.e. forfeit of deposit and cancellation of sales agreement). IA notes than any tightening of the financial restrictions would have to be carefully considered as they might restrict the number of contractors able to purchase lots from the City of Saskatoon if too restrictive (although this policy could be used to strike a desirable balance in that regard). Additionally, current market conditions and payment terms being offered by major competitors could also factor into this policy choice. IA notes that this recommendation should be read in conjunction with recommendations #8 and #9 on page 14 regarding outstanding accounts.

- RECOMMENDATION #17 – IA recommends that Saskatoon Land consider implementing changes to the lot return calculations, for example with reference to those utilised by the City of Red Deer.

The “Other” category noted in the comparison above was included to demonstrate the degrees to which the municipalities referenced are allowing contractors to participate in the land development activity in the municipality. For the City of Red Deer, any individual, business or charitable organization may make application to purchase a lot via lot draws with little in the way of prerequisites, whereas for Lethbridge Land, they are actively involved in selecting builders – Saskatoon Land falls in-between as it is open to any individual or business; however, there are more criteria for eligibility that the individual or contractor would be required to meet before being permitted to make a purchase.

Lethbridge Land indicates on its website, for its recent Crossings development, that it “is very selective when it comes to choosing builders in any of our communities…the builders we selected for Crossings are defined not only by their proven track record of excellence in design and environmental sustainability, but also by their vision”. In the Crossings development, three specific builders were chosen and 50% of the lots were sold to the selected group of builders and the remaining 50% were made available to the public. This provides the option for an individual to either purchase a lot directly from Lethbridge Land (and to then select a builder themselves) or to design and build a home with one of the pre-selected builders. The stated advantage of buying the lot directly from a pre-selected builder is being “assured the lot you choose will not need to go through the process of the lot draw”. The stated limitations of buying the lot directly from a pre-selected builder are needing “to build your home with the builder you purchased the lot from…this gives you less choice and flexibility…on the other hand, we select only the finest builders in our community and you can work closely with your builder to customize your home to fit your needs”.

We do not recommend that Saskatoon Land become actively involved in selecting builders, but note this with respect to Lethbridge Land as it is indicative of the varying degrees to which different municipalities are administering their land development activities. In this case, City of Saskatoon Council Policy C09-001 is quite contrary to the example provided above in terms of allowing for a high degree of contractors to participate in each development.

c) Summary of Results from Procedure 4

With respect to equitability and discretion, there are detailed comments provided in the recommendations in Procedure 1. Overall, IA found that the policies and procedures in place are equitable in light of the overarching City of Saskatoon Council Policies that govern Saskatoon Land; however, recommendations were made throughout Procedure 1 with respect to areas where Saskatoon Land and the SPC on Finance should review to ensure equitability across the contractor base and/or eliminate or more clearly define appropriate discretion in some instances.

With respect to comparisons to other municipalities, we provided one illustration of a municipal land development entity operating along similar lines as Saskatoon Land and formed three specific recommendations for Saskatoon Land to contemplate based on our examination of policies and procedures in place at other municipalities. In some cases, these recommendations also correspond to items noted during Procedure 1.

Procedure 5: Privacy, Access to Information and Financial Reporting

Explanation of Procedure

This procedure was designed to analyse the application of the Privacy and Access to Information Policy to Saskatoon Land to assess whether all information that should be made public, as appropriate for a municipality, is being made public for the sake of transparency for the stakeholders of Saskatoon Land - the taxpayers of Saskatoon. Saskatoon Land follows the "Local Authority Freedom of Information and Protection of Privacy Act" for accessing records held by the City of Saskatoon. Currently, financial reporting is limited to that contained within the Saskatoon Land "Annual Report" and within the City of Saskatoon's "Annual Report". The procedure will also take into consideration information made available publicly by other municipalities with land development operations.

a) Overarching Context Regarding Transparency

The comments in this section regarding transparency are taken in the context of the following:

- The City of Saskatoon indicates in its annual report and other published documents that it has an "ongoing commitment to accountability, transparency, credibility and clarity in financial reporting", that it aims to "improve transparency and decision-making by providing City Council and citizens with more information about where City funds are used", and that it is "open, accountable and transparent, particularly when it comes to the resource allocation and collection decisions we make".

- The Government Financial Officer's Association (GFOA) released a resource in February of 2006 titled "Conforming to Governmental Accounting, Auditing and Financial Reporting Standards" which relates primarily to the need to maintaining an adequate accounting system to enable municipalities to produce timely audited financial information. Overall the GFOA is committed to "transparency and reliability of public sector financial reports" and "promoting the highest standards of accounting, auditing and financial reporting".

- The Cities Act – Chapter C-11.1 of the Statutes of Saskatchewan, 2002 - contains an overarching statement in 3(2)(d) regarding the overall purpose of the Cities Act being "to ensure that…cities are accountable to the people who elect them and are responsible for encouraging and enabling public participation in the governance process". 155(1) of the Cities Act contains a requirement for an audited financial statement to be included in the public accounts that is prepared in accordance with Public Sector Generally Accepted Accounting Principles.

b) Local Authority Freedom of Information and Protection of Privacy Act

The "Local Authority Freedom of Information and Protection of Privacy Act" enables any person to apply for access to records containing information processed by or controlled by the City of Saskatoon. Written documents, computer records, photographs or information stored by any other means are accessible under the Act. The Act does exempt certain types of records from the application for access. For example, records that

contain personal information about another individuals, closed meetings of Council, and law enforcement investigations are not accessible. If access to a record or part of a record is refused, the Provincial Information and Privacy Commissioner can be asked to review the decision. If the Provincial Commissioner reviews the matter and there is still not satisfaction, the decision to refuse access to the record can be appealed to the Court of Queen's Bench.

IA obtained from the City of Saskatoon – City Clerk's Office information regarding Freedom of Information requests pertaining to Saskatoon Land. There were five such requests on file from the period January 1, 2012 to December 31, 2014, and there were none on file for either calendar 2015 or up to July 31, 2016. IA notes that all five requests on record were replied to with the information requested being provided.

c) Financial Reporting by Saskatoon Land and the City of Saskatoon

Currently, there are two available sources of financial and operational information regarding Saskatoon Land: the Saskatoon Land Annual Report and to a lesser extent, the City of Saskatoon Annual Report. The Saskatoon Land Annual Report includes details on sales plus selected information regarding the net proceeds on sales in selected new neighbourhoods for various City uses since 2007.

The City of Saskatoon Annual Report and the audited financial statements contained therein do not contain detailed financial information regarding Saskatoon Land. Within the audited financial statements, there is a line item for "Contributions from developers"; however, this line item reflects the net land sales (gross sales price less cost of land) and cost of land is not reflected separately in planning and development expenses. Saskatoon Land is a bit of an anomaly in the City of Saskatoon's financial reporting in that it is essentially a for-profit business, but since it is not separately incorporated and doesn't qualify as a government business enterprise, there is far less in the way of required reporting under PSAS than if that were the case. Procedure 6 will further explore this notion in terms of the structure of Saskatoon Land, both within the City of Saskatoon and from a governance perspective. If Saskatoon Land qualified as a government business enterprise, it would require its own separate financial statements and have further presentation and disclosure requirements within the City of Saskatoon's audited financial statements (i.e.; akin to the Library, Mendel, TCU Place, and SaskTel Centre). The fact that it is a for-profit operation that competes with other private enterprises in the City of Saskatoon would not (and does not) preclude it from having to apply the existing financial reporting requirements, despite the fact that there is sensitivity regarding items such as the margins on land sales, the cost of servicing, and the overall return on investment. In fact, one could argue that from a stakeholder's perspective it increases the importance of financial reporting in those areas and from the City of Saskatoon and Saskatoon Land's perspective, increased financial transparency could actually be beneficial in terms of demonstrating that it is "providing returns at competitive rates of return on investment" and "operating on a level playing field with other land development interests in the City".

Public Sector Accounting Standards (PSAS) require segment disclosures – the objectives of disclosing information regarding segments are as follows per PSAS 2700 "Segment Disclosures" Paragraph .05 (a) through (e):

(a) Help users of the financial statements identify the resources allocated to support the major activities of the government;
(b) Help users of the financial statements make more informed judgements about the government reporting entity and about its major activities;
(c) Help users of financial statements better understand the manner in which the organizations in government are organized and how the government discharges its accountability obligations;
(d) Enhance the transparency of financial reporting; and

(e) Help users of the financial statements better understand the performance of the segments and the government reporting entity.

There is significant room for professional judgement within PSAS regarding segmented reporting and the fashion in which segments are selected. The City of Saskatoon's current policy for segmented reporting does not include Saskatoon Land, however certainly could at Administration's discretion. One of the factors to be considered in identifying segments is the expectations of members of the community and their elected or appointed representatives regarding the key activities and accountabilities of the government. The current basis for segmentation per note 1 of the audited financial statements is: capital and operating services for both utilities and the general City programs, plus information on the Library, Mendel, TCU Place and SaskTel Centre.

Examples are provided below of the financial reporting by peer municipalities with municipal land development activities that indicate a level of transparency in both the activities reported directly by the municipal land departments and by the municipalities themselves in their financial statements and annual reports that exceeds that current in place for Saskatoon Land. These examples specifically exclude municipal development corporations (which are addressed in Procedure 6) and focus only on municipalities with land development activities that are conducted within an unincorporated department/division/branch of the respective municipality akin to Saskatoon Land's position in the City of Saskatoon. The municipal development corporations discussed in Procedure 6 each have their own detailed annual business plans and full annual reports containing separately audited financial statements.

Financial Reporting at Comparable Municipalities

Municipality	Land Reporting	Audited Financials	Other Information
Edmonton	"Property Sales and Acquisition" annual report, which includes information on performance measures but lacks detailed financial data. However, the audited financials and other information contain significant financial data by which to evaluate the municipal land operations.	Includes "Land Enterprise" as segment, encompassing land development and municipal use property activities. This includes Edmonton's role as developer in the areas of acquisition, development and land sales activities. Within this segment is reported "User fees and sale of goods and services", which represents land sales as well as "Materials, good and utilities", representing the cost of land sold. These are distinguished from operating and capital developer and customer contributions.	Full detailed 10 page budget with detailed revenue, costs of land sold, expenses, strategic goals, cost drivers, service standards, performance measures and dividend rates outlined for stakeholders. Includes discussion of gross margin for external land sales and discussion of impact of timing and absorption and market trends on the margin and several other explanatory notes to assist the user of the financial information in understanding the financial position and results. Provides clarity on the split between land development activities and municipal use land.

Red Deer	An annual report on the land banking activities is prepared for City Council; however, it is not made publicly available.	"Subdivisions, Land and Development" included as segment, which "reports activities related to the development of land and infrastructure for use by the City or for resale". Within this segment is reported "User fees and sale of goods and services", which represents land sales as well as "Material and supplies", representing the cost of land sold. These are distinguished from operating and capital developer and customer contributions. Financial statements also include detail of land inventory split between residential and industrial and commercial and between land held which is ready for sale and land held not ready for sale.	None noted.
Lethbridge	None noted.	Provides information on land sales within broader "Development Services" segment, which includes "Economic development, planning, and public housing and land development". Specific detail is included on the sale of land within revenue for the "Development Services" segment as well as the costs associated with those land sales within expenses for the "Development Services" segment.	None noted.
Medicine Hat	Detailed "Land and Business Support" annual report includes KPI's (i.e. ROI's hurdle rates and cost of capital) and financial statements. Specifically discusses the ROI, hurdle rates and cost of capital achieved in comparison to target. Indicates that from 2013 to 2015 the municipality had 51% of the available zoned, serviced and subdivided single family and duplex lots available in Medicine Hat.	Includes "Land and Properties" in segment information, encompassing land development and municipal use property activities. This includes Medicine Hat's role as developer in the areas of acquisition, development and land sales activities. Also includes a detailed "Financial and Statistical" schedule dedicated solely to "Land and Properties" segment.	None noted.

Calgary	Office of Land Servicing & Housing (OLSH) produces a detailed annual report with specific governance tie-in to 100-year vision, 60-year municipal development strategy, 30-year transportation strategy, 10-year sustainability strategy, 10-year economic development strategy, and 10-year industrial land strategy. The annual report includes detailed performance measures, both operating and financial.	Land sales revenue is included in sales of goods and services and real estate services expenses are included in cost of goods sold. Full details of the separate municipal land development corporation's financial position and results of operations are included in the note disclosure. Disclosure of revenue by source clearly distinguishes real estate sales and expenses by function clearly distinguishes real estate services.	New capital planning process was developed to refine how OLSH projects flow from ideas to execution, ensuring transparency and that strategic objectives are being met. The process was designed to ensure sound decision making through increasing market knowledge, forecasting land inventory and identifying the latest trends or changing needs. The process takes into account OLSH's unique position of delivering environmental, social and economic benefits.

d) Conclusion and Recommendations

Saskatoon Land and the City of Saskatoon are responding to all FOI requests relating to Saskatoon Land. However, while in compliance with the baseline requirements of accounting and financial reporting standards applicable to the City of Saskatoon, the level of transparency in the Saskatoon Land and City of Saskatoon financial reporting does not appear to a) meet the City's own stated standards with respect to transparency or b) compare to the good practices in transparency, both operational and financial, in place at certain other similar municipalities. Based on the existing financial reporting in place, there is no ability for a user of the financial information to glean any information regarding the operations of Saskatoon Land beyond a) total sales of Saskatoon Land and b) operating costs of Saskatoon Land and, therefore, no ability to assess the financial performance of Saskatoon Land. In light of this, we recommend the following:

- RECOMMENDATION #18 – IA recommends that, in light of existing PSAS guidance regarding segmented reporting and segmented reporting practices in place at comparable municipalities with land development activities, the City of Saskatoon examine their existing policy on segmented reporting to consider the inclusion of Saskatoon Land as a unique operating segment.

- RECOMMENDATION #19 – IA recommends that, in light of existing transparency of land development budgeting in place at the City of Edmonton, the City of Saskatoon examine their existing budgeting to include further details on its land development activities.

- RECOMMENDATION #20 – IA recommends that, in light of existing supplementary financial information produced by Land and Business Support in Medicine Hat and the Office of Land Servicing & Housing in Calgary, Saskatoon Land examine additional financial reporting that could be incorporated into its annual report to increase its transparency and meaningfulness to stakeholders.

- RECOMMENDATION #21 - IA recommends that Saskatoon Land consider publishing the Eligible Builder's List on an annual basis, in a fashion that is publicly available, or more limited to the eligible builders group themselves. The recommendation is for an annual publication as opposed to a monthly publication as the list itself does not change during the course of a year, but rather is impacted by those builders who are suspended from the list by virtue of outstanding accounts or build times in violation of policy. These updates throughout the year could also be made available in a transparent fashion.

Procedure 6: Business and Governance Structure

Explanation of Procedure

This procedure was designed to analyse the current business and governance structure of Saskatoon Land to comment on the appropriateness of the current structure in place and to identify potential alternative business and/or governance structures that might add value to the City's land development efforts and best manage risk exposure.

a) Structures in Place

Currently Saskatoon Land is a department within the Asset & Financial Management division. Other comparable municipalities that have similar structures in place include:

- City of Edmonton (reorganized in 2016) – "Real Estate and Housing" department is in the "Sustainable Development" division;
- City of Red Deer – "Land and Economic Development" department is in the "Planning Services" division;
- City of Lethbridge – "Planning & Development Services/Lethbridge Land" department is in the "Development Services" division; and
- City of Medicine Hat – "Land and Business Support" department is within "Development and Infrastructure" division.

The inherent challenges in this arrangement (i.e., a for-profit municipal land development operation within the municipality's organisational structure are a) the avoidance of the appearance of, or actual occurrence of, conflict of interest with other City departments (i.e., Planning and Development) and b) the lack of a governing body that is fully knowledgeable in the subject area (i.e., a Committee comprised of individuals with no direct experience in land development or sales). The latter is problematic in terms of the lack of ability to challenge decisions made by the department and the inability for the department itself to be challenged and directed by the governing body to whom they report.

b) Alternative – Municipal Development Corporation

One of the primary methods of dealing with both challenges could be to create a municipal development corporation, a separate government business enterprise (akin to what is currently in place in the City of Saskatoon for the Mendel, TCU Place, and SaskTel Centre) with its own separate governing body (i.e., Board of Directors) and a less direct relationship with the City of Saskatoon. Examples currently in place in Western Canada are the Surrey City Development Corporation and the Calgary Municipal Land Corporation. The table below (beginning on the next page) provides pertinent details related to both of these municipal development corporations.

Municipal Development Corporations – Surrey and Calgary

	Surrey City Development Corporation (SCDC)	Calgary Municipal Land Corporation (CMLC)
Timeline and Incorporation Details	Incorporated in 2007 – established on April 24, 2007 as a wholly-owned subsidiary of the City of Surrey. Province of British Columbia approved the incorporation in 2007 under the BC Business Corporations Act. Corporation classified as "other government organization" as not yet self-sustaining. Exempt from tax under 141(a) of Income Tax Act. City of Surrey exercises control as the sole shareholder through a partnering agreement and a shareholder agreement which outlines SCDC's directives and authorities and the City's involvement in the ongoing operation and governance of the corporation.	Incorporated on February 22, 2007 as wholly owned subsidiary of the City of Calgary. On July 5, 2007, pursuant to Alberta Municipal Government Act and Control of Corporation Regulation AR284/ 2003, the Provincial Minister of Municipal Affairs approved, via Ministerial Order 162/07, the City of Calgary as sole shareholder pursuant to Section 250(2) of the Municipal Government Act. The corporation is not taxable as 100% subsidiary of the City of Calgary. • 2004 – Council directs administration to create strategy • 2005 – Council approves creation of special purpose vehicle and directs Administration to assist with formation including appointment of Board. • 2005 – Consultant hired to recommend appropriate governance/organizational structure. • 2006 – Appoint 4 individuals, including Chair, to the Board. • 2007 – Articles of incorporation signed and bylaw came into force; adopted Terms of Reference. • 2007 – Council as shareholder approved initial business plan and shareholder agreement signed.
Mandate	Broad powers to advance commercial, industrial, institutional, and residential development of the City, either on its own or in public or private partnerships.	To achieve the City's objectives for urban densification and community renewal, infrastructure investment and place making. Guiding principles are to redevelop, implement and activate public infrastructure to meet the needs of the community and the City of Calgary as sole shareholder and manage the investment in land and infrastructure for optimal financial return.
Leadership	President and CEO / Chief Financial Officer	President and CEO, SVP Strategy and Business Development, VP Projects, Director of Finance and Corporate Services, Director of Marketing
Governance	5 or 6 independent directors / 2 directors represented by City of Surrey officials (City Manager and Director of Finance). Appointment of Board is sanctioned through City Council. Separate governance committees for SCDC include Governance and Human Resources, Compensation Committee, Audit & Finance Committee.	8 independent directors & Mayor & President/CEO. Board of Directors are to have skills and experience in government relations, finance, legal, real estate, land development, engineering/ construction, and communications/public relations. Separate governance committees for CMLC include Corporate Governance Committee, Audit Committee, Compensation & Human Resources Committee and Environment, Health & Safety Committee.

	Eligible Board candidates should have a range of experience in real estate, property management, law, land development and financial management. Property management includes real estate development, real estate financial/treasury, market knowledge, construction and project management, risk management, financial expertise and investment experience. Important that Directors are chosen so as to minimize circumstances where individual members would be required to withdraw from discussions due to conflict of interest.	"Calgary City Council has placed a great deal of trust in CMLC…CMLC recognizes that a sound and effective corporate governance system and a commitment to accountability and transparency are essential to its continued success. CMLC is committed to the principles of good governance and we employ a variety of policies and practices to manage corporate governance. The Board of Directors is responsible for the overall stewardship of CMLC, approves all significant decisions that affect the Corporation and reviews the results". "The relationship between CMLC and the City of Calgary is governed by the Unanimous Shareholder Agreement. As sole Shareholder, the City of Calgary has the exclusive right to appoint the directors, appoint the auditor for CMLC, amend the articles of incorporation and write the bylaws of CMLC".
Public & Stakeholder Accountability	Separately audited financial statements and annual report. "In our commitment to transparency, SCDC provides updates on ongoing projects, business matters, as well as financial results annually".	"CMLC strives to achieve an optimum level of public and stakeholder accountability. The processes involved in achieving this level of accountability include: an annual general meeting, attendance at an annual meeting with the City of Calgary Audit Committee, a published annual report including audited financial statements, regular meetings with key stakeholders, regular informational open houses for the public at large, a multi-year corporate and financial plan, an annual business plan including budget and capital requirements, an annual marketing and communications plan and detailed accounting systems."
Code of Conduct	Separate code of conduct exists for employees and directors that includes very specific and detailed conflict of interest policy, as well as explanations of what constitutes a conflict.	"CMLC has adopted a code of business conduct and conflict of interest policy. All employees sign an attestation indicating knowledge of and compliance with this code and policy".

c) Tax Considerations for a Municipal Development Corporation

As noted in the table above, both SCDC and CMLC are non-taxable entities. A municipal development corporation established as a municipally-owned corporation is exempt from corporate income tax under 149(l)(d.5) of the Income Tax Act to the extent that not less than 90% of the capital stock is owned by the municipality and at least 90% of the income earned by the corporation is derived from property within the geographical boundaries of the municipality. Although the City of Saskatoon would have to undertake research to ensure the outcome, based on the current activities of Saskatoon Land it would appear that a municipal development corporation for Saskatoon Land would be exempt from corporate income taxes.

d) Implications of Implementing a Municipal Development Corporation

The creation of a municipal land corporation would address many of the inherent challenges currently faced by Saskatoon Land as identified in section a) of Procedure 6 on page 43, in addition to assisting with the practicality and meaningfulness of implementing many of the recommendations contained within this report.

To be clear, for purposes of this report and considering what would be most impactful in terms of enhancing the governance structure of Saskatoon Land, managing risk exposure, and adding value to land development efforts, this report contemplates a municipal land development corporation that operates with a similar scope and mandate to the current Saskatoon Land department within the City's organizational structure and would encompass the City's entire land development operation. There is further ability to create separate and distinct municipal development corporations which are confined to single projects or development types, which is a separate matter entirely and beyond the scope of this report. City Administration has access to additional information and studies on the topic of municipal development corporations which, when supplemented by this report, will allow for further detailed consideration of this option by the Administration and the SPC on Finance.

Considering each of the Procedures conducted within this report, the creation of a separate corporation and governing body could have the following impacts:

- Procedures 1 and 4 (Policies) - would not inherently enhance the ability of Saskatoon Land to comply with policy, although it would allow for new thought to be put towards development of policy that is freed from the constraints of being a department of the City and allow for the business of Saskatoon Land to be conducted more comparably to the private land developers in Saskatoon. Put simply, Saskatoon Land would have the ability to operate with increased discretion and to make decisions that are more aligned with business needs than policy. Whether this is a pro or a con depends on SPC on Finance's opinion regarding whether increased discretion is a positive for Saskatoon Land.

- Procedure 2 (Conflict of Interest) - would not inherently increase Saskatoon Land's awareness of conflict of interest or ability to comply with conflict of interest requirements. However, although not specifically contemplated by this report, it would certainly reduce perceived or actual conflicts between Saskatoon Land and other related functions of the City of Saskatoon (i.e. Planning and Development).

- Procedure 3 (Lot Prices and Lot Pricing Process) – would allow for increased oversight of lot prices and the lot pricing process in general by having a qualified Board of Directors in place to challenge and direct the pricing being proposed by management. This would assist in bolstering the actual process in place and may also assist in addressing perceived issues in the community with the lot pricing that result from Saskatoon Land's current position as a department of the City.

- Procedure 5 (Financial Reporting) – would allow for, and in fact would require, increased financial transparency by Saskatoon Land including the production of a separate financial statement. The impact of implementing a municipal development corporation is perhaps greatest in this area.

- Procedure 7 (Investment Risk) – would allow for increased oversight of investment risk by having a qualified Board of Directors in place to assess the portfolio of holdings on a regular basis and challenge and direct management. This would assist in bolstering the actual

process in place and may also assist in addressing perceived issues in the community with the investment risk being undertaken by Saskatoon Land.

An overall benefit to the City and SPC on Finance of implementing a separate governing body for Saskatoon Land, aside from being able to pursue individuals for that Board that are uniquely qualified, is that it would then free up a significant portion of the SPC on Finance's agenda that is currently dedicated to matters involving Saskatoon Land.

At face value, perhaps the greatest potential challenges involved with pursuing a municipal development corporation are the recruitment of individuals with relevant experience and a lack of inherent conflict of interest (i.e. competing land developers in the Saskatoon market). This is a challenge that would not be unique to Saskatoon Land and is experienced by other municipalities that have gone in this direction. In order to overcome this challenge, there must be a willingness to recruit outside of Saskatoon, from elsewhere in the Saskatchewan market or outside of Saskatchewan. It is quite common for Boards to include one or several individuals not located in the city that the company is headquartered in or has its primary operations, and who belong to the Board by virtue of their relevant expertise in the company's industry.

e) Next Steps and Thoughts for the SPC on Finance

While the majority, if not all, of the recommendations in this report could be achieved in part or in full in the absence of a municipal land corporation, the creation of a municipal land corporation to house Saskatoon Land would assist with practically and meaningfully implementing several of the recommendations made in this report. It would create an increased level of independence from the City of Saskatoon and would require increased financial transparency and a separate governing Board with relevant expertise in place, which is currently not being achieved by having the SPC on Finance as the overseer of Saskatoon Land. Establishing a municipal development corporation is a significant undertaking and the cost and effort involved would need to be carefully weighed against the benefits, particularly in light of broader economic challenges the City is facing and governance models being studied in 2017.

As noted in the table above, it would typically require at least a 3-year period of time between the decision by the SPC on Finance and City Council to formally pursue this path and the ability to implement. During this timeframe, significant preparation would be required to ensure that the structuring of the corporation would continue to allow for non-taxation of profits, that adequate financial systems are in place to a) facilitate the transfer of all financial information from the City of Saskatoon to the municipal land corporation and b) allow for the municipal land corporation to properly and accurately account for its activities, and that a sufficiently qualified and independent Board of Directors would be available to serve in a governance role.

The ongoing discussions in the City of Edmonton regarding a potential municipal development corporation are relevant in that they demonstrate potential industry concerns with that model. However, there are elements of Saskatoon Land's mandate that present similar concerns regardless of whether the land development operations occur as a department of the City of Saskatoon or as a more independent corporation. A detailed cost/benefit analysis and consultation with industry will be necessary if Administration and SPC on Finance wish to seriously explore this option.

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Saskatoon Land

Procedure #7
Risk Assessment

May 23, 2017

pwc

Contents

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Scope of Work

PwC was retained by the City of Saskatoon to perform certain procedures relating to a review of the City's Land Division (Saskatoon Land).

Scope of Mandate

- The overall scope of the engagement consists of a number of specific items including:
  - Assessing whether the City of Saskatoon's Land Division ("Saskatoon Land") is adhering to certain policies regarding the administration of lot draws, over the counter sales, maintenance of the Eligible Builders' List and adherence to the time frames surrounding lot purchases and construction timelines;
  - Analyzing Conflict of Interest Guidelines to assess whether adequate safe guards exist;
  - Analyzing lot prices and the lot pricing process to assess whether Saskatoon Land is competitive and responding to the market;
  - Analyzing land policies and procedures to assess whether they are equitable;
  - Analyzing the Privacy and Access to Information utilized to assess whether information that should be made public is being made public;
  - Analyzing the current business and governance structure; and
  - Conducting a risk assessment of the operations of Saskatoon Land to assess whether investments are timely and do not overexpose the citizens of Saskatoon to unnecessary investment risk.
- The purpose of this portion of the Report is to provide commentary on Saskatoon Land's operations to evaluate whether investments are timely and do not overexpose the City to unnecessary investment risk.

Procedures Performed

- Analyzed background information describing Saskatoon Land and its operations, including its corporate mandate, current land holdings, historic transaction activity, operating policies and procedures, approval processes and regulations.
- Conducted interviews with Saskatoon Land to better understand its real estate activities, policies, reporting and approval processes.
- Reviewed information describing the relationship between Saskatoon Land and the City's Land Development business.
- Travelled to a subset of properties owned by Saskatoon Land to view a portion of the portfolio.
- Reviewed information detailing total returns.
- Conducted research to assess comparable returns, including comparable returns realized by other municipal land corporations/ entities and private sector developers.

Background

Saskatoon Land was established in 1954, formalizing the City's involvement in the land development business and actively acquiring land for future development.

History

- The City of Saskatoon has been active in the business of developing and selling land since the 1920s, at a time when numerous properties were obtained through tax enforcement.
- In 1954 the City formalized its involvement in the land development business by actively acquiring land for future development. This land-banking function was unique among municipalities and is noted as being one of the more extensive operations of its kind.
- Since the 1950s, the City, through Saskatoon Land, has played a significant role in developing Saskatoon communities, and more recently, supplying serviced industrial land to accommodate growth.
- Per its Annual Report, Saskatoon Land (Asset and Financial Management Department) supports the building of innovative communities which provide valued amenities, enhanced quality of life, community identity, and lasting value to the investors and families that choose Saskatoon Land developments.

Core Mandates

- The core mandates of Saskatoon Land includes:
  - providing an adequate supply of residential, institutional and industrial land at competitive market values;
  - providing innovation and leadership in design for new growth;
  - ensuring timely and financially responsible acquisitions of all land requirements for the Corporation's various capital projects;
  - ensuring a sufficient long-term supply of future development lands for the City's Land Development business line;
  - assisting in the attainment of orderly urban growth;
  - providing financial returns at competitive rates of return on investment to the City for allocation to civic projects and programs;
  - coordinating and overseeing the ongoing maintenance and leasing of all City-owned future development lands; and
  - operating on a level playing field with other land development interests in the city.

Operations

- Saskatoon Land is comprised of 18 staff members.
- In developing land and offering it for sale, Saskatoon Land staff undertake the following tasks:
  - examine the demand for institutional, commercial, industrial and residential land; and
  - arrange for the appropriate quantity and type of land to be designed and developed for eventual sale based on market assessments.
- In servicing land, Saskatoon Land works with staff at the Saskatoon Water and Construction and Design Divisions within the Transportation and Utilities Department who provide engineering design, drafting and project management during the servicing phase of the land development process.
- While a municipal department, Saskatoon Land is mandated to operate on a level playing field with other private sector developers, and is subject to the same procedures and regulations that govern the land development process within the City.

Saskatoon Land operates pursuant to a number of Council Policies which outline how it conducts its business. In addition, Saskatoon Land also undertakes additional processes, including market due diligence, to report on its operations.

Council Policies

- Saskatoon Land operates pursuant to a number of Council Policies which govern how it conducts its business. Such Policies include:
  - **C09-001** which details how Saskatoon Land will foster competition and diversity in the home building industry to ensure a fair and equitable allocation of City-owned lots to contractors;
  - **C09-006** which details how Saskatoon Land is to market City-owned residential lots to contractors and individuals;
  - **C09-009** which outlines the incentives program for industrial land to assist in attracting new industry to the city and to encourage the expansion of existing industries;
  - **C09-010** which details how the City may provide financial incentives to assist residential homebuilders construct and operate show homes on property made available through the City's Land Bank;
  - **C09-015** which details how the City may pay real estate commissions on the sale of City-owned industrial, commercial and institutional land; and
  - **C09-033** which details various guidelines relating to the sale and/or requests to purchase/lease City-owned land.
- These policies, among others, serve to outline the guidelines under which Saskatoon Land operates as well as the process through which lands will be sold or leased, and who is eligible to purchase/lease those lands.

Additional Processes

- In addition to adhering to a number of Council Policies, Saskatoon Land also undertakes additional processes designed to provide market intelligence and guidance on its business operations, including:
  - it tracks serviced residential land and lot inventories to provide it with insight and intel on future supply;
  - it completes an annual builder survey to obtain insight on development trends;
  - it liaises with a "Builder Steering Committee" comprised of representatives from the City, the Saskatoon & Region Home Builders' Association and Saskatoon Land's eligible contractors; and
  - it monitors key demographic, economic and real estate market information, including information from the City of Saskatoon, Statistics Canada, Conference Board of Canada, Canada Mortgage and Housing Corporation and the Saskatoon Association of Realtors, among other sources.

Reporting

- As a public agency, Saskatoon Land provides regular reports and updates to Administration, the Standing Policy Committee on Finance and Saskatoon City Council on various matters, including:
  - Annual Report (detailing its prior year highlights, including land sales, inventories, key accomplishments, strategic alignment with Administrative and Council priorities, and financial benefits);

Saskatoon Land prepares a number of annual reports and "in camera" documents to update Administration and the SPC on Finance on its operations.

Reporting (continued)

- Three-Year Land Development Report (an annual report that provides a summary of developer servicing plans and builder and developer inventory levels for residential and non-residential land in Saskatoon over the coming three-year period; the report also provides information on economic growth indicators, builder and developer inventory levels, servicing plans and dwelling unit demand profiles based on various population growth scenarios);
- Quarterly reports on builder and developer lot supplies and inventory levels;
- Land Development Financial Update Reports (provided "in camera") detailing land development revenues, expenses and updated investment returns; and
- Initial business cases on neighbourhood land development projects outlining projected land development revenues, expenses and initial investment return expectations.

- These reports, together with the additional procedures undertaken by Saskatoon Land, serve to illustrate the level of due diligence and market research undertaken by Saskatoon Land on its land development projects, and how this information is communicated through Administration to the SPC on Finance (as appropriate) and to City Council (as appropriate).

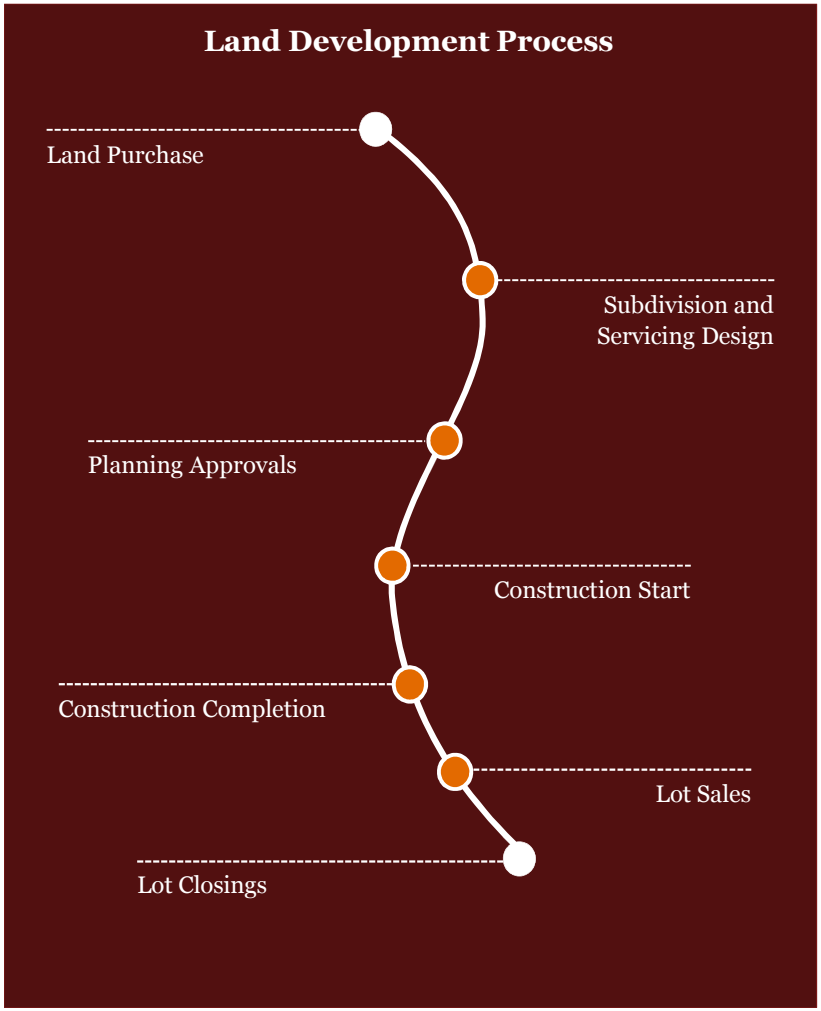


Land Development Risks

Land development is a dynamic, complex and generally long-term process, impacted by a myriad of factors including market demand, pricing, consumer choice and cost.

Land Development Process

- Real estate development is a multi-phase process involving land development, followed by the construction of residential homes or commercial/industrial buildings.
  - The land development cycle commences with a developer purchasing a tract of land. The developer then plans out a subdivision incorporating street layouts, amenities and individual building lots. As part of this plan, the developer will identify the subdivision's servicing requirements and how these are to be connected to the broader municipal systems (including water, sewer, etc.). Finally, the developer will identify how the property will be developed, including assessing if the development will be undertaken through a phased approach.
  - The developer will then seek regulatory approvals in order to allow it to commence development. Upon securing planning permissions, the developer will then commence construction, installing the "horizontal infrastructure" (roads, utilities, etc.) as well as other amenities and features required under the planning approvals (storm water management areas, recreational areas, etc.), and creating the individual building lots.
  - Upon completion of the site servicing and creation of individual building lots, the individual lots will then be sold to builders/ individuals. In some instances, conditional lot presales will be negotiated prior to the commencement of construction.
- The overall timeframe between initial land purchase and when lots are closed can be years, with overall timing dependent upon a number of factors including most importantly market demand, consumer preferences and the level of competition for building lots. Because of these timeframes and influences, land developers will therefore be required to make decisions about the future many years in advance.



Land development requires a developer to navigate a number of risks in order to realize a desired return, including permitting risks, construction risks, marketing and pricing risks, consumer preferences and general economic conditions.

Development Risks

- Because the future is uncertain, there is inherent risk. As with any type of project, understanding and managing risk is crucial. For land development projects, risks occur at each step in the development process and typically include the following:
  - **Permitting risk** which includes the ability to secure rezoning, official plan/ master plan approval, site plan approvals, subdivision approval, and the obtaining of various permits in a timely manner;
  - **Construction risk** which includes risks associated with cost overruns, the delayed completion of subdivision infrastructure, geotechnical issues, labour issues, financing issues, and other unforeseen problems that could prohibit the completion of the project;
  - **Marketing/pricing risk** which includes the risk of failure to sell finished lots in a timely and profitable manner, including from bringing too many finished lots to the market at one time;
  - **Consumer preference risks** which includes the risk of bringing the too many lots of the wrong size or type to the market;
  - **Economic risks** which include the risks associated with overall economic conditions that affect the housing market, including changes in mortgage rates, recessions, changing demographics, job losses, etc.; and
  - **Timing risks** which result from each of the foregoing and serve to increase direct costs, as well as carrying (i.e., financing) costs resulting from the delay in the timing of when the developer would be able to close on lot sales and realize income.
- The foregoing risks, depending on how successful a developer is in being able to mitigate or minimize their impact, will serve to decrease or eliminate a developer's expected return on investment, which per our understanding, is generally considered to be in the range of 15% to 25% (gross margin as a percentage of total expenses) or more.



Expected Return: 15% to 25% (or more)

Risk mitigation in land development is generally undertaken through a combination of upfront due diligence, continual market monitoring, development phasing and cost monitoring/management.

Risk Management

- As noted above, risk mitigation in land development is generally undertaken through a combination of upfront due diligence, continual market monitoring, development phasing and cost monitoring and management.
  - **Research/Due Diligence** is essential in assessing and managing virtually all kinds of risk. Such research will be required upfront when initial due diligence is being completed on the viability of a proposed development project. Such upfront due diligence will typically include:
    - completion of an initial business case/investment analysis, including a development yield analysis (i.e., number and type of lots), revenue potential, estimated costs of development, estimated return and overall development timeframe, to facilitate the initial investment decision;
    - geotechnical and other similar type investigations will similarly need to be undertaken to ensure the developability of the site and to identify other potential areas of concern (and to identify potential solutions and costs to overcome them);
    - local market area analysis is undertaken to identify and understand key and emerging trends influencing the economy of a local area; and
    - a residential market assessment is undertaken to identify and understand demographic and residential market parameters impacting a potential development, including pricing, demand, population growth, household formation trends, consumer preferences and to understand competing projects, etc., to identify the specific market niche(s) which would maximize the success of the project.
  - **Continual Market Monitoring** is undertaken throughout the development process to monitor and keep abreast of demand and supply trends in the market, including consumer preferences relating to lot designs (i.e., are market-acceptable lots being created), near and medium term lot supply, pricing trends, real estate market trends (including starts, completions, sales activity, changes in average price, etc.), and economic and demographic conditions (including local economic and demographic trends which could foreshadow changes in future demand).
  - **Development Phasing** is undertaken to match lot supply with expected demand and as a way to manage development expenditures (because land development requires time and upfront expenditures to acquire property, obtain regulatory approvals and construct the needed infrastructure, significant expenditures are made prior to when revenue from lot sales is generated; phasing a larger development in more "manageable" pieces allows a developer to better match expenditures, revenues, returns and hence risk).
  - **Cost Monitoring/Management** includes a developer utilizing controlled pricing mechanisms, including competitive bidding and fixed-price contacts. It also includes a developer working with external resources to verify costs, as well as keeping up-to-date information on costs from other projects for use in verifying prices.

Risk management practices are utilized by land developers to monitor the land market and enable them to match planned expenditures with projected revenue.

Risk Management (continued)

- Other mechanisms used by developers to minimize risk include:
  - **Lot Presales** where individual lots/groups of lots are pre-sold to housebuilders prior to the construction commencing. Such pre-sales are conditional and minimal deposits are provided. While potentially foregoing any increases in lot values (as homebuilders would be "locking in" prices in advance), the land developer is provided with greater cash flow certainty. Preselling lots also allows the developer to "test" the market prior to entering into construction contract commitments.
  - **Payment Timing** mechanisms are used by land developers to delay/defer when payments are made (to the extent possible) and to advance the time (and amounts) of when revenues are due.
- Utilizing the above noted risk management mechanisms allow a land developer to monitor the real estate and land markets, enabling them to better match planned expenditures with projected revenues.



Benchmarked Entities

Five municipal land development organizations were contacted to assess their current approach to risk management.

Benchmarked Entities

- As part of the scope of work completed by PwC, a number of municipal land development entities were identified and background information describing their operations and approach was reviewed. Discussions were also held to obtain additional clarity and information on their operations. Municipal land development entities surveyed as part of this review included:
  - City of Calgary, Real Estate & Development Services;
  - City of Medicine Hat, Land & Properties Department;
  - City of Red Deer, Land & Economic Development;
  - Enterprise Land Development (City of Edmonton); and
  - Lethbridge Land.
- Information sought from each entity included the following:
  - Organizationally, how are decisions made and how are they approved;
  - What reporting requirements exist;
  - How are land development costs controlled;
  - How is the local land market monitored to predict and "get ahead of the curve" on major trends;
  - How are lot draw pricing decisions made;
  - What metrics are monitored and communicated (for example, land supply, building lot availability, the level of supply that the entity is looking to have whether a six-month, one-year or two-year period, etc.);
  - Do minimum return targets on individual land development projects exist; and
  - What is being done differently in 2016 compared to 2014 before oil prices collapsed?
- In addition, information detailing returns generated by private land developers was also reviewed.

Observations

- **All entities are "for profit" municipal departments.** All entities reviewed are for profit departments of their respective municipality. In at least one instance, consideration has been given to having the entity operate as an arm's-length Municipal Development Corporation. In some cases, the entity is the largest land developer in the community, while in others, it constitutes less than 50% and in others less than 25% of the land development market. These entities are governed by municipal policies which govern its involvement in land development.
- **While municipal entities, they are held to the same standard as private sector developers.** From a municipal approvals perspective (planning, engineering, etc.), it is noted that the municipal land development entity is held to the same standard and is required to provide the same level of due diligence and supporting documentation as would any private sector land developer. In some instances, it was specifically noted that from a transparency perspective, the municipal land development entity may be held to an even higher standard.
- **Most entities reviewed complete a risk assessment at the commencement of each development project.** Whether in the form of a business case or development proforma, most entities surveyed prepare an initial evaluation of their development projects prior to proceeding to evaluate them from an overall due diligence, feasibility and return perspective.

The approaches taken by these five municipal land development organizations were, for the most part, consistent with general industry practices.

Observations (continued)

- **All entities reviewed conduct regular market monitoring.** All entities undertake regular market monitoring of key metrics influencing the demand for and supply of residential and industrial lots in their respective communities. Metrics monitored include starts, completions, absorption, building permits, price, consumer preferences, economic statistics, demographic statistics, etc.
- **Most entities supplement their regular monitoring of development metrics with regular discussions with industry participants.** Most entities indicated that they hold regular consultation sessions with real estate development industry participants, including: individual homebuilders; the local home building association; the local Urban Development Institute, the local real estate board/individual real estate agents; industry consultants (including engineers, appraisers, etc.); and local economic development officials. In some cases, surveys are issued. Such consultations were noted as occurring as infrequently as quarterly (i.e., four times per year), while other entities indicated that they met more informally to discuss the market on a weekly or bi-weekly basis.
- **Project due diligence and market monitoring efforts have increased since 2014.** With the decline in oil and gas prices, coupled with a general downturn in the Alberta economy, the level of due diligence and market monitoring undertaken by surveyed municipal land development entities has increased. Much greater emphasis is being placed on matching supply with demand and undertaking due diligence to project land requirements against potential demand.
- **Project development costs are managed through a combination of fixed-price contracts and consulting resources.** Most entities indicated that the process used to quantify costs and ensure that tendered costs were reasonable involved the municipality's engineering department or land development agency retaining a third party consultant, knowledgeable and experienced in local land development, to assist in the preparation of plans and specifications. Fixed-price construction tenders were then led by the municipality, with the third party consultant on-hand to assist in the review of bids, particularly from a pricing perspective.
- **Return expectation vary, with total project returns of between 15% and 30% targeted.** While some entities did not identify specific return expectations, those that did indicated that, at project initiation, minimum returns of 15% were required (including financing); another entity indicated that a target return of 30% was desired (gross margin - total revenues over land development expenses, including departmental overhead costs). Actual realized returns in 2015 were 17% and greater than 40%, respectively (including both residential and industrial land development).
- **Reporting is generally through city Administration on a confidential basis.** Although a number of "in camera" reports are typically generated for internal reporting purposes, including initial business cases, project updates, financial updates and financing requests, a number of documents are also publicly made available. Included among these public documents are departmental annual reports, departmental submissions as part of the municipalities' annual budget process, project summaries and marketing documents, Council policies, governance/policy amendments, and final project reports.

Based on information detailing the operations of private sector land development entities, information monitored is consistent with those of municipal land development entities while returns are estimated to be higher.

Observations (continued)

- **Some municipal land development entities identify "land supply targets.** Not all municipal land development entities surveyed indicated that they maintain land supply targets. For those who have, supply targets of two years for residential lots was noted, while acreage targets for serviced industrial were most common. One entity's policy requires that they not exceed more than a certain percentage of the total single family market in their region.

Private Sector returns

- As noted above, information detailing returns generated by private land developers was also reviewed. Included in this review were two integrated land development companies and one land residential land development entity.
- A review of total project returns (gross margins) over a number of different land development projects identified a return range between 21.9% (for an approximate 600-lot development) to 49.5% (for an approximate 1,600-lot development). The average leveraged return (including financing costs) is estimated to be in the range of 42%.
- In evaluating their operating environment, these entities profile:
  - local, regional and provincial economic conditions;
  - local, regional and provincial demographic trends;
  - total residential development activity in the local market (including starts, absorption, prices, housing sales, etc.); and
  - financial projections, including risk assessment.

	Return Expectations
Public Land Development Entities	15% - 30%
Private Land Development Companies	20% - 50%

Findings

Saskatoon Land's approach to risk management is consistent with other municipal land development agencies and general industry best practices. Its returns are generally consistent with other entities, including private sector land developers.

Findings

- As noted above, Saskatoon Land is mandated to examine the demand for institutional, commercial, industrial and residential land in the Saskatoon market and based on these assessments, arrange for the appropriate quantity and type of land to be designated and developed for eventual sale.
- In adhering to various Council Policies, Saskatoon Land also undertakes additional processes designed to provide market intelligence and guidance on its business operations, including:
  - monitoring serviced residential land and lot inventories to provide it with insight and intel on future supply;
  - undertaking an annual builder survey to obtain insight on development trends;
  - liaising with a "Builder Steering Committee" comprised of representatives from the City, the Saskatoon & Region Home Builders' Association and Saskatoon Land's eligible contractors; and
  - monitoring key demographic, economic and real estate market information, including information from the City of Saskatoon, Statistics Canada, Conference Board of Canada, Canada Mortgage and Housing Corporation and the Saskatoon Association of Realtors, among other sources.
- In servicing land, Saskatoon strives to maintain a one-year supply of low density lots and a two-year supply of medium density lands.
- Based on information provided, we understand that Saskatoon Land is currently projecting total returns (2016), on a gross margin basis, of between 15% and almost 40% for the Aspen Ridge, Evergreen, Kensington, Parkridge Extension and Rosewood projects. On a consolidated basis, the estimated return is in the range of 28.5% (weighted average).
- As noted in the following table, this range of return compares favourably to other municipal land development entities, as well as with some private land development companies.

	Return Expectations
Public Land Development Entities	15% - 30%
Private Land Development Companies	20% - 50%
Saskatoon Land	15% - 40%

- In generating returns comparable to other municipal and private land development entities, it is also noted that Saskatoon Land generally implements processes and procedures which are consistent with those followed by other land development agencies and general industry best practices.
  - Saskatoon Land undertakes upfront **Research and Due Diligence**, including:
    - initial business cases/investment analyses;
    - local market area analyses; and
    - residential market assessments.

While Saskatoon Land implements risk management protocols that are generally consistent with industry best practices, Saskatoon Land could implement additional protocols to further manager risk.

Findings (continued)

- Saskatoon Land also regularly conducts **Continual Market Monitoring** throughout the development process to monitor and keep abreast of demand and supply trends in the Saskatoon market, including consumer preferences relating to lot designs, near and medium term lot supply (both created by Saskatoon Land and other private land developers in the Saskatoon market), pricing trends, real estate market trends (including starts, completions, sales activity, changes in average price, etc.), and economic and demographic conditions (including local economic and demographic trends which could foreshadow changes in future demand). In conducting such market monitoring, Saskatoon Land also liaised with the local land development, home builders and other industry participants, and regularly reports to Administration, the City's Standing Policy Committee on Finance and Saskatoon City Council.
- Similar to most public and private sector land development agencies, Saskatoon Land also utilizes **Development Phasing** in order to match lot supply with expected demand and therefore in order to manage development expenditures.
- Finally, it is noted the Saskatoon Land also utilizes various **Cost Monitoring/Management** methodologies, including competitive bidding and fixed-price contacts. Saskatoon Land also works with internal and external resources to assist in verifying costs, as well as keeps up-to-date information on costs from other projects.

Additional Measures

It is also noted that Saskatoon Land could implement additional protocols to further manage risk, including utilizing **Lot Presales** in order to "lock-in" future land sales.

While providing Saskatoon Land greater revenue certainty, allowing it to "test" the market prior to entering into construction contract commitments, it is noted that total returns could be lower than currently realized (as lot sales would be committed to years before they have historically been marketed and sold). In addition, the current sales approach undertaken by Saskatoon Land (selling to both individuals and pre-approved contractors in the house-building business in Saskatoon) may need to be amended.

In this regard, it is noted that Saskatoon Land's current process involves selling a portion of residential buildings lots to builders and a portion to individuals homeowners. If pre-sales are undertaken, it would require that both home builders, many of whom are small, and individual homeowners enter into contracts years prior to the lots being ready to build home on. If presales are undertaken, it is possible that the phase being prepared could be entirely presold and no lots are left for sale to individual homeowners.

Implementing such a measure could necessitate that Saskatoon Land limit presales to a certain percentage of lots being created (to be determined, but, say, perhaps 50%) in order to provide smaller builders and individual homeowners the opportunity to purchase lots when created.



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Administrative Response – PricewaterhouseCoopers – Saskatoon Land Internal Audit Report

Recommendation
That the information be received.

Topic and Purpose
The purpose of this report is to provide the Administration's response to the recommendations in PricewaterhouseCooper's (PwC) Saskatoon Land Internal Audit Report.

Report Highlights
1. The Administration agrees with the recommendations made by PwC in the adherence to policy review.

2. The Administration agrees with the recommendation to increase awareness with Saskatoon Land staff regarding conflict of interest, and will review the current Administrative Policy to provide more certainty for employees of what constitutes a conflict of interest.

3. In regard to policy review, the Administration is in agreement with PwC's general assessment. Implementation of the recommendations based on other municipalities' policies will need to consider the competitiveness with local market realities, among other issues.

4. The Administration is in general agreement with PwC's recommendations to further review increased transparency in financial reporting.

5. PwC has suggested that the formation of a municipal land corporation bears attentive consideration.

Strategic Goals
This report supports the long-term strategy of providing a coordinated approach to customer service with quick and accurate responses under the Strategic Goal of Continuous Improvement. This report also supports the long-term strategy of creating a business-friendly environment where the economy is diverse and builds on our city and region's competitive strengths under the Strategic Goal of Economic Diversity and Prosperity.

Background
A comprehensive audit of the Land Bank Program was performed by the Office of the Auditor General in 1999. The audit reviewed the City of Saskatoon's (City) Land Development program objectives, reporting structure, authority, results, financial

reporting and pricing. One of the overall conclusions of the 1999 Audit report was that "the City remain an active participant in the Land Bank business".

Saskatoon Land has since undergone the following audits/reviews on the Land Bank operation:

- 1999 – Audit Report on Land Bank Program
- 2000 – Civic Land Rental Revenue
- 2006 – Benchmarking Report on Land Bank Policies and Practices
- 2008 – Land Branch Revenue Collection Audit
- 2013 – Land Branch & Real Estate Services City-owned Land Rental Revenue Program Review
- 2014 – Saskatoon Land Inventory and Revenue System

At its August 15, 2016 meeting, the Standing Policy Committee on Finance (Committee) approved the scope for the current Saskatoon Land Internal Audit by PwC which consisted of the following seven procedures:

- Procedure 1 – Adherence to Policies
- Procedure 2 – Conflict of Interest
- Procedure 3 – Lot Prices/Lot Pricing Process
- Procedure 4 – Assessment of Policies
- Procedure 5 – Privacy, Access to Information and Financial Reporting
- Procedure 6 – Business and Governance Structure
- Procedure 7 – Risk Assessment

PwC's final report of the Saskatoon Land Internal Audit, as well as its Risk Assessment, will be presented to the Standing Policy Committee on Finance at its May 29, 2017 meeting.

Report

The Administration's detailed responses to PwC's recommendations are provided in Attachment 1. The following sections of this report summarize the major themes identified for the recommendations provided by PwC.

Procedure 1: Adherence to Policies

PwC has provided 12 recommendations under this procedure to "both improve Saskatoon Land compliance in certain areas and to address certain items in policy with the Committee to ensure that policies are applied consistently going forward and that the Committee is comfortable with the discretion being exercised in the administration of the policies."

The Administration generally agrees with the recommendations made, and in some instances, is already in the process of implementing procedures and proposing policy changes to address known issues (i.e. changes to payment terms and lot purchase requirements).

A common theme identified by PwC in the adherence to policy analysis is the Administration's use of discretion in administering Council policies and internal procedures. In administering the various polices reviewed, Saskatoon Land has realized that it is inherently difficult to formulate a policy directive that encompasses all potential occurrences and issues that may arise in the day-to-day operation of the City's land development/sales business.

Generally speaking, the various policies that guide the Administration in the operation of the Land Development program have worked well. However, changing market conditions in Saskatoon over the last few years have demonstrated that some long-standing policies and procedures are no longer relevant or may require amendments to provide the Administration with the ability to operate more effectively. Over the past three years, the Administration has proposed eight distinct policy amendments to the core policies that guide staff in the day-to-day operation and sale of City-owned lands. The recent audit by PwC has confirmed that further Council Policy adjustments will be necessary to ensure that these guiding documents are providing the Administration enough flexibility to fulfill the mandate of the Land Development program, and that City Council is comfortable with the proposed approach.

In the instances of unintentional errors identified by PwC in Procedure 1, the Administration self-identified many of these prior to the internal audit and initiated steps to improve procedures to ensure the same errors are not repeated in the future.

Procedure 2: Conflict of Interest

PwC provided two recommendations to increase corporate awareness of conflict of interest. The Administration agrees with the recommendation to increase corporate awareness regarding conflict of interest and will work with the Corporate Performance Department to propose amendments to Administrative Policy No. A04-006, Employee Conflict of Interest, which will provide more certainty not only to Saskatoon Land staff, but also to all other civic employees, of what precisely constitutes a conflict of interest.

Procedure 4: Assessment of Policies

The Administration is in agreement with the general assessment of PwC's policy review. In considering the three specific recommendations made under this procedure and the comparisons to other municipalities, the Administration also notes the need to understand the processes and practices used by other developers that sell land in the Saskatoon market. Having policies and practices in place that allow Saskatoon Land to operate competitively within the local market place is critical to the continued success of the Land Development program.

Procedure 5: Privacy, Access to Information and Financial Reporting

PwC provided four recommendations regarding financial reporting aimed at improving transparency. While the Administration agrees with the recommendations for enhanced financial reporting, it should be noted that current reporting is not in violation of any accounting standards, as confirmed annually by the external auditor.

The proposed implementation dates for PwC's Recommendations 1-21 are noted in Attachment 1.

Procedure 6: Business and Governance Structure

Under this procedure, PwC provided a high-level analysis and opinion that the "institution of a municipal land corporation (MDC) bears attentive consideration by the Standing Policy Committee on Finance." Furthermore, PwC indicated most, if not all, of the recommendations provided in the report can also be achieved under the current structure.

While the formation of an MDC for some or all of the City's land development activities may be a viable alternative to the current structure, further analysis will be required before the Administration can develop its own opinion on this suggested governance option.

Public and/or Stakeholder Involvement

Many of the recommendations made by PwC will require the Administration to propose policy amendments for Standing Policy Committee on Finance/City Council consideration.

Engagement with various stakeholders will be required prior to finalizing any significant changes to current Council policies.

Communication Plan

Completion of an updated communication plan for the public and business community will be developed to increase the understanding of the City's current mandate and benefits of the City's involvement in the land development business.

Policy Implications

Implementation of audit recommendations will require changes to current Council policies; therefore, future reports will be presented proposing these changes.

Due Date for Follow-up and/or Project Completion

Reports regarding the implementation of audit recommendations will be forthcoming in the near future.

Public Notice

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

Attachment

1. Saskatoon Land Internal Audit – Administrative Response

Report Approval

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

Saskatoon Land Internal Audit - Administrative Response

Rec No.	Internal Auditor Recommendation	Administration's Response	Scheduled Impl. Date
1	*"IA recommends that Saskatoon Land, following its responsibilities in Section 4.1 of C09-006 to "recommend changes to this policy, when required, to City Council through the Standing Policy Committee on Finance", propose further definition to Section 3.4 to avoid the need for discretion to be exercised by formally contemplating such circumstances and the proper action(s) to be taken regarding interest when they arise. This would include the matter of when to begin charging interest and also the extension to 16 months."*	Agree - Implemented. The Administration recommended amendments to Section 3.4 of Council Policy No. C09-006, Residential Lot Sales - General Policy, which were approved by City Council at its January 23, 2017 meeting. The approved amendments require the Administration to propose payment terms for each land sale request made to the Standing Policy Committee on Finance (Committee), including when to begin charging interest and the continued use of the extension to 16 months for lot payouts.	23-Jan-17 **COMPLETE**
2	*"IA recommends that Saskatoon Land increase its diligence in ensuring that Council Policy C09-006 is adhered to regarding requirement to pay the minimum down-payment of 13% of the purchase price, together with all applicable taxes, at the time of purchase."*	Agree. Ensuring the deposit is received and the Sale Agreement signed is a critical part of the lot purchase process. The occurrence of not receiving the required deposit in a timely manner noted by IA is rare; however, the Administration will increase diligence by recommending that 5 business days be given in order for builders to go to the Saskatoon Land office for payment of the deposit and execution of the Sale Agreement. Failure to meet this requirement will mean the purchase will not proceed, the lot will be returned to inventory, and a $500 restocking fee will be applied.	30-May-17
3	*"IA recommends that the internal procedure be further refined to avoid the need for discretion in these instances going-forward, and also so that there be a clear and formal record of decisions that have been made in the past so that future application of the rule is consistent and there is not inconsistency from one lot draw to the next. In general, one of the challenges with having a highly regulated and defined process is that exceptions to the rule can arise, in which case discretion is required to be applied. In this case, although IA does not necessarily challenge the logic applied to include the builder which fell short by 1 lot, it is inconsistent with the procedure as written."*	Agree. Saskatoon Land's written internal procedures manual will be updated to reflect IA's comments on the calculation process to ensure there is documentation for future lot draws. Saskatoon Land will commit to document these decisions in the internal procedures manual as they occur and apply the procedures in a fair and equitable manner.	30-May-17
4	*"IA recommends that the practice of allowing contractors to participate in lot draws based on telephone conversations and emails be discontinued, or alternatively that a more formal acknowledgement of the purchase be required from the contractor so that there is no room for dispute subsequent to the lot draw. Note that our review of other municipalities in Procedure 4 indicated that all other municipalities reviewed required purchasers to be physically present to register for and attend the lot draw, and some but not all allowed for an authorised representative to be physically present on the purchaser's behalf. Although the internal procedure at Saskatoon Land for lot draw appointments as currently written allows for builders to phone or email their selections, there is intended to be follow-up performed to confirm that the lot being processed is in fact their choice. In addition to the challenges posed by the instances noted above, it detracts from the lot draw process as a whole as lots are removed from availability that may have been purchased by another contractor. Obtaining signed sales agreements and deposits at the time of purchase, as required by policy, would rectify this issue, as well as address the other issue noted above regarding contractors not signing sales agreements. This echoes recommendations #1 and #2."*	Agree. The Administration has always required that Eligible Contractors complete and submit a lot draw application form to participate in lot draw allocations. To address IA's recommendation that a formal acknowledgement of the purchase be required from contractors selecting lots by email or phone, the Administration will to recommend that 5 business days be given in order for builders to go to the Saskatoon Land office for payment of the deposit and execution of the Sale Agreement. Failure to meet this requirement will mean the purchase will not proceed, the lot will be returned to inventory, and the contractor will be charged a $500 restocking fee.	30-May-17

Saskatoon Land Internal Audit - Administrative Response

ATTACHMENT 1

Rec No.	Internal Auditor Recommendation	Administration's Response	Scheduled Impl. Date
5	*IA recommends that Saskatoon Land, in accordance with 4.1(b) of C09-006, recommend changes to the policy to implement any needed changes to 3.7 with respect to cancellations. Saskatoon Land's responsibility under C09-006 is to "Administer the sale of City-owned residential lots in accordance with the terms and conditions set out in this policy". The instances of the allowances made above to initiate cancellations and negotiate fees and penalties are not addressed in policy and require significant discretion. A formal policy should be in place either disallowing these types of negotiations entirely or providing clear guidelines and approval limits if Saskatoon Land and the SPC on Finance wish to continue allowing exceptions to C09-006 3.7.*	Agree. The Administration will recommend changes to Council Policy No. C09-006 that provides Saskatoon Land discretion in administering cancellations under Section 3.7, and the circumstances when the discretion can be used.	28-Aug-17
6	*"IA recommends that the rationale for non-performance of a site inspection be clearly documented by the appropriate Saskatoon Land representative. We believe that the exercise of discretion in this area is appropriate and that the decision-making process and criteria need to be clearly reflected in the respective files."*	Agree. The Administration will create a checklist form to be completed during the lot return process that identifies if a lot inspection needs to occur, or why it is not required if it does not occur.	30-May-17
7	*"IA recommends that, prior to accepting any new hold or sale transactions on returned lots, Saskatoon Land staff ensures that the lot in question has been fully updated and posted on the website, at which point it is officially available for purchase by eligible contractors."*	Agree. Further to the Administration's response to Recommendation 6, the checklist form will indicate that all processes of the lot return procedure have been completed and the lot can now be placed on Saskatoon Land's website for sale. Further changes to Saskatoon Land's website that link lot inventory to a live web-based mapping application will further aid in insuring only lots that have gone through the complete lot return process are showing as available for sale on the website.	30-Jul-17
8	*"With the new non-manual system in place to track outstanding accounts, given current policy as written, IA recommends that Saskatoon Land adhere strictly to the requirements with respect to outstanding accounts and be diligent in suspending contractors from further purchases once the 16-month limit is reached, regardless of extenuating circumstances. Under current policy as written, our recommendations would be that no additional purchases be made without actual settlement of the outstanding account, as the commitment to settle an outstanding account is not equivalent to actual settlement of the account. If there is a level of discretion that the SPCF is comfortable having Saskatoon Land exercise with respect to allowing additional purchases to contractors with outstanding accounts at the time of the proposed purchase, IA recommends that this be incorporated into existing policy or, if full discretion is desired, that this requirement be removed from policy altogether."*	Agree. The Administration will be diligent in suspending contractors from further purchases that are past the 16 month extension period for lot payouts. The Administration will bring forward a report for Committee's consideration that outlines possible policy changes to address the level of discretion required to manage outstanding accounts.	30-Sep-17
9	*"IA recommends that an examination of the outstanding account procedure and the enforcement thereof be undertaken, as much for the sake of finances/operations as adherence to policy. Each month there is an average of 15 contractors on the AR suspension listing, and there are several contractors, including Category 1 contractors, in frequent violation. The exertion of more rigour with respect to enforcement the extensions as opposed to a rebuttal presumption that each contractor will take the full 16 months to pay will assist in this regard, as will more consistent application of the policy to suspend after 12 months as opposed to 16 months if the criteria for the 16-month extension is not met, including receipt of additional payments."*	Agree. The Administration will undertake a review of the current outstanding account procedure and enforcement and report back to Committee.	31-Dec-17

Rec No.	Internal Auditor Recommendation	Administration's Response	Scheduled Impl. Date
10	*"IA recommends that Saskatoon Land, in accordance with 4.1 (b) of C09-006, recommend changes to the policy to implement any needed changes 3.9 with respect to the Time Frame to Build Requirement. Saskatoon Land's responsibility under C09-006 is to "Administer the sale of City-owned residential lots in accordance with the terms and conditions set out in this policy". The discretion required to be exercised regarding inspection dates indicates that further clarification is needed within policy to ensure fairness and consistency in application of the Time Frame to Build Requirement (i.e., to clearly define when a building is considered complete by Saskatoon Land, including any types of outstanding deficiencies that are acceptable for purposes of enforcing this requirement). IA also recommends that either additional coordination occur between Saskatoon Land and Building Inspections to ensure that there is proper application of policy with respect to "a clear Final Building Inspection" or that the responsibility for enforcing this requirement be removed from Saskatoon Land altogether and become the responsibility of the Building Inspection department."*	Agree. Saskatoon Land will recommend changes to the Time Frame to Build Requirement in accordance with Section 4.1(b) of Council Policy No. C09-006. Coordination between Saskatoon Land and Building Standards will take place to ensure there is proper application of the policy requirement and responsibility of ensuring a clear final building inspection.	30-Aug-17
11	*"IA recommends that Saskatoon Land implement a new procedure for monitoring and enforcing the Time Frame to Build Requirement. Based on the items noted above, it would be reasonable to conclude that the Time Frame to Build Requirement has not been adequately enforced during the period inspected due to the process implemented and the significant challenges that Saskatoon Land has faced in its attempts to prepare the report via an automated method. Although our preference would be that Saskatoon Land work with the software provider(s) and/or the City of Saskatoon Information Technology department on an automated solution to monitor and enforce the Time Frame to Build Requirement, we understand that attempts to do so during the period under audit were unsuccessful and that a new tracking system has been implemented within the software to facilitate monitoring and enforcing the Time Frame to Build Requirement."*	Agree. New procedure was implemented September 2016. Over the last two and a half years, Saskatoon Land, with the help of IT programmers, has attempted to create a bridge reporting system between Reflex and Posse software to automate the process of identifying builders in violation of the three-year build time requirement. In the creation and attempted rollout of the report, many errors were encountered in the automated comparison of the two data sets. Despite multiple attempts to correct these errors, there continued to be issues and deficiencies in the bridging report, and the reliability of the data was constantly in question. To address the known deficiencies, Saskatoon Land has abandoned the bridge report and implemented a new tracking system in which a diary is created in the Reflex system at the time of sale. The diary automatically sends reminders to staff to check the build requirement at select intervals. This also allows the Administration to deal with violations in a more timely matter, as all alerts will take place on the individual lot level and not just when a report is run. At these intervals, Saskatoon Land will generate the required letters in Reflex and remind builders of their requirements.	01-Sep-16 **COMPLETED PRIOR TO AUDIT**
12	*"IA recommends that Saskatoon Land, in accordance with 4.1(b) of C09-006, recommend changes to the policy to implement any needed changes to 3.9 with respect to allowing for the possession date to be used as the commencement date in place of the date of the Agreement for Sale."*	Agree. The Administration will recommend policy changes in accordance with 4.1(b) of Council Policy No. C09-006 to address the build time commencement date.	30-Aug-17

Rec No.	Internal Auditor Recommendation	Administration's Response	Scheduled Impl. Date
13	*"IA recommends that a formal Employee Conflict of Interest policy specific to Saskatoon Land be developed. This policy would use the City of Saskatoon's Administrative Policy A004-006 as a template, but within each of the 6 sections of the policy could give more specific instances of applicable circumstances which could arise at Saskatoon Land. The existence of the policy would provide more certainty for Saskatoon Land employees of what precisely constitutes a conflict of interest and would work to eliminate any lack of clarity in this area that currently might exist. Saskatoon Land could refer to the code of conduct and conflict of interest policy in place at Calgary Municipal Land Corporation or Surrey City Development Corporation for examples (refer to procedure 6 for further comments on these municipal land corporations)."*	Agree. The Administration is currently conducting a review of Administrative Policy No. A04-006, Employee Conflict of Interest. Specific amendments will be proposed to address IA's comments regarding Saskatoon Land and other civic departments that face similar conflict situations with the customers and clients they interact with.	30-Apr-18
14	*"IA recommends that subsequent to the Saskatoon Land conflict of interest policy being finalized, that it be presented formally to all Saskatoon Land staff. This should be supplemented by a formal annual declaration from each employee that they understand the policy and are conflict-free. Finally at the bi-weekly team meetings that take place at Saskatoon Land, conflict of interest should be a standing item on the meeting agenda so that there is an open forum for management and staff to discuss potential conflicts of interest. In particular, this would provide an opportunity to discuss any work being done personally for Saskatoon Land Management and staff by contractors and trades (both before and during) and also to discuss any business meetings taking place."*	Agree. Saskatoon Land will add "Conflict of Interest" as a standing agenda item to its bi-weekly division meetings, and ensure Administrative Policy No. A04-006, or any newly developed conflict of interest policy, is reviewed by all Saskatoon Land employees on an annual basis, supplemented by a formal declaration from each employee.	30-May-17
15	*"IA recommends that Saskatoon Land consider increases to the types (i.e., application fees, qualifying deposits, design/development/architectural deposits and performance fees) and amounts of deposits and related fees required in order to facilitate entry into the lot draw and/or the sales agreements itself."*	Agree. Saskatoon Land will undertake a review of potential fee options to enter lot draws and sale agreements and report to Committee. Engagement with builder customers will take place before any potential fees for entering draws are proposed.	18-Apr-18
16	*"IA recommends that Saskatoon Land consider reducing the timeline to pay and/or the interest rates and/or the consequences of non-payment. Other instances were noted of much stricter timelines to pay in certain municipalities (i.e., 2, 3 or 4 months), much higher interest (i.e., 18%) and much stricter consequences of non-payment (i.e. forfeit of deposit and cancellation of sales agreement). IA notes that any tightening of the financial restrictions would have to be carefully considered as they might restrict the number of contractors able to purchase lots from the City of Saskatoon if too restrictive (although this policy could be used to strike a desirable balance in that regard). Additionally, current market conditions and payment terms being offered by major competitors could also factor into this policy choice. IA notes that this recommendation should be read in conjunction with Recommendations #8 and #9 on page 14 regarding outstanding accounts."*	Agree. The Administration considered PwC's recommendation for stricter timelines for payment, interest charges and consequences of non-payment. Due to the fact that other developers in the local market are currently offering generous payment terms, the Administration advises against implementing more stringent payment changes in the short term. The recent amendment to Council Policy No. C09-006, Section 3.4, approved by City Council on January 23, 2017, allows the Administration to propose specific payment terms for each successive land offering for Committee's consideration. Increasing interest rates, deposits and payment timelines in the current market would put Saskatoon Land at a significant competitive disadvantage with other developers in Saskatoon area.	N/A
17	*"IA recommends that Saskatoon Land consider implementing changes to the lot return calculations, for example with reference to those utilised by the City of Red Deer."*	Agree. Saskatoon Land will review other methods of calculating return fees and report its findings to Committee.	1-Jan-18

Rec No.	Internal Auditor Recommendation	Administration's Response	Scheduled Impl. Date
18	*"IA recommends that, in light of existing PSAS guidance regarding segmented reporting and segmented reporting practices in place at comparable municipalities with land development activities, the City of Saskatoon examine their existing policy on segmented reporting to consider the inclusion of Saskatoon Land as a unique operating segment."*	Agree. Saskatoon Land, along with the Finance Division, will undertake a review on segmented reporting possibilities and report its findings to Committee. Current reporting is not in violation of any accounting standards.	1-Apr-18
19	*"IA recommends that, in light of existing transparency of land development budgeting in place at the City of Edmonton, the City of Saskatoon examine their existing budgeting* to include further details on its land development activities."	Agree. Saskatoon Land will undertake a review and comparison of the City of Edmonton's land development budgeting with the City of Saskatoon's current budgetary practice. Findings will be reported to Committee.	1-Apr-18
20	*"IA recommends that, in light of existing supplementary financial information produced by Land and Business Support in Medicine Hat and the Office of Land Servicing & Housing in Calgary, Saskatoon Land examine additional financial reporting that could be incorporated into their annual report to increase transparency and meaningfulness of the information being communicated to community stakeholders."*	Agree. Saskatoon Land has begun reviewing supplementary financial information provided by other municipalities, and will look at additional data that could be provided in the Saskatoon Land Annual Report and the City of Saskatoon Annual Report. Previous audits of the Land Branch recommended that for confidentially reasons, financial performance and investment return information be provided in camera.	1-Apr-18
21	*"IA recommends that Saskatoon Land consider publishing the Eligible Builder's List on an annual basis, in a fashion that is publicly available, or more limited to the eligible builders group themselves. The recommendation is for an annual publication as opposed to a monthly publication as the list itself does not change during the course of year, but rather is impacted by those builders who are suspended from the list by virtue of outstanding accounts or build times in violation of policy. These updates throughout the year could also be made available in a transparent fashion."*	Agree. Saskatoon Land will publish its annual Eligible Contractor list on Saskatoon Land's new website, and update it as new builders complete their probationary period. Due to the confidential nature of suspensions, builders who are currently suspended will not be indicated as such on the list.	1-Jul-17

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July 28, 2017

Standing Policy Committee on Finance
c/o Councillor Ann Iwanchuk, Committee Chair
222 3rd Avenue North
Saskatoon, SK
S7K 0J5

Re. Saskatoon Land Audit Report

Dear Committee Members,

In the summer and fall of 2016, the NSBA lobbied in favour of an audit of Saskatoon Land, including its policies, financial position, and impact on the Saskatoon marketplace. Of key concern were the governance, transparency, and accountability of Saskatoon Land as an organization that is beholden to the taxpayers of Saskatoon and that has a large impact on the business landscape in the city.

As a result, we were pleased when Council elected to move forward with an audit of Saskatoon Land and welcome this opportunity to provide commentary on the findings of the auditor. We would like to take this opportunity to thank the Committee for delaying the discussion on the Audit Report until community stakeholders have had an opportunity to fully process and reflect on the findings of the auditor.

Having met with our membership and other stakeholders as well as individuals from the City and Saskatoon Land, we strongly support the recommendations of the auditor. We encourage Saskatoon Land to implement these recommendations with an eye to meeting the concerns of stakeholders, particularly with regards to transparency and accountability. We would also like to reiterate in this letter that it has never been the NSBA's intention to shut down Saskatoon Land and we believe that the auditor's recommendations taken in the correct spirit will alleviate the majority of our concerns with Saskatoon Land.

On top of the formal recommendations of the auditor, the NSBA would also recommend the following: 1) for Saskatoon Land to prepare quarterly financial reports and to make these reports publicly available, and 2) the City investigate the potential benefits of a Municipal Development Corporation (MDC) (including a detailed cost-benefit analysis and industry consultation), particularly as it could pertain to infill development. We feel that both of these measures could have a positive impact on Saskatoon Land's transparency and accountability, and perhaps even return it closer to its previous mandate of ensuring land affordability while providing a diverse range of options for Saskatoon residents.

With regards to an MDC, the NSBA feels that more research is needed on this topic to determine the

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exact impact before taking a position on whether to form an MDC. However, the idea of using an MDC to alleviate some of the risk of infill development is something that we feel is worth investigating and would coincide with the priorities/needs of the city.

As always, we are more than willing to discuss the contents of this letter further with anyone who may have further questions. We also plan to make ourselves available to the Committee on August 14th for any follow-up questions that the Committee has.

Sincerely,

Keith Moen
Executive Director

CC/ Councillor Ann Iwanchuk
Councillor Randy Donauer
Councillor Cynthia Block
Councillor Bev Dubois
Councillor Mairin Loewen
His Worship Mayor Charlie Clark

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Saskatoon Region Association of REALTORS®

July 17, 2017

Chair of the Standing Policy Committee on Finance
c/o City Clerks Office
City of Saskatoon
222 3rd Avenue North

Re: Feedback regarding the PWC Saskatoon Land Internal Audit Report

Councillor Iwanchuk,

Thank you for providing associations and stakeholders such as ourselves the opportunity to review the Internal Audit Report and provide our comments and recommendations for your meeting on August 14th. Our membership represent small, medium and large developers and builders as well as commercial developers.

Let me start out by thanking the committee for undertaking the Audit as a show of leadership in being transparent and open regarding the operations of the Saskatoon Land Branch. Members of our government affairs committee of our association have reviewed the report and met on several occasions to discuss its contents. A general concern was raised as to whom the Land Branch is accountable to as they address each of the recommendations in the report. There is also a concern that true market pricing is not being reflected in the market. Due to the current holdings of the city, it is felt that in reality the city leads and their competitors follow when it comes to setting prices. This is evident in the current market where private developers are reducing prices while the city is not. Additionally we feel that the following points need to be addressed going forward:

1. Although the Auditors report indicated that there are currently no accounting standards being violated, there is a need for a greater level of financial transparency. We strongly recommend a further audit which would speak to the investments of the land branch, related risk factors and rates of return over time.
2. The report only identified specific situations regarding adherence to policies with respect to residential land transactions however there was no mention of adherence to policies related to retail, industrial and commercial land transactions. As many of our membership transact in the commercial market place, insight into practices on

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commercial land deals would have been welcome.

3. We strongly suggest that a feasibility study be undertaken to determine the possibility of the creation of a Municipal Development Corporation similar to that of Surrey and Calgary. In our opinion the creation of this type of corporation would go a long way in addressing the issues raised in this audit and provide the necessary level of transparency.
4. Of further concern is the fact that Policy is not being applied in a consistent and/or fair manner to all parties of a public entity. Rules and expectations of openness, transparency and reporting are different than that of a private body. It is obvious that policy needs to reflect practise or policy needs to be changed.

In conclusion, we would like to state that we are not opposed to the principle function of the Land Branch or its ability to be profitable. Our hope going forward as a result of this process that there would be a greater transparency and more detail in the financial reporting; that land values would be truly based on a free market and ideally the creation of a Municipal Development Corporation to enable this entity to function as they need to in the market place. We further feel that it would be prudent that some Directors of the MDC contain individuals with relevant credentials and/or experiences. It is also important that the Directors of the MDC are not in conflict.

Please do not hesitate to reach out for clarification or questions on any of our points.

Sincerely,

Jason Yochim, CEO

Also requesting to speak
Ok.

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August 3 2017

Standing Policy Committee on Finance
c/o Councillor Ann Iwanchuk, Committee Chair
222 3rd Avenue North
Saskatoon, SK
S7K 0J5

RE: Saskatoon Land Internal Audit Report – Committee Meeting of August 14 2017

Dear Councillor Iwanchuk and Committee members,

Thank you for allowing more time for stakeholders such as the Saskatoon & Region Home Builders' Association (SRHBA) to review and comment on the Saskatoon Land Internal Audit Report.

As you already know, we were very pleased of the Committee's decision to allocate funds for an additional internal audit of the Saskatoon Land Bank, one with a larger scope and the first of its kind for this department. We had publicly congratulated the Committee's leadership in a letter dated September 16 2017 and the residential construction industry had been anxiously awaiting the report on results. We are disappointed to not be able to be with you in person for the Committee Meeting of August 14th 2017 but we are passing along our perspective in writing for your review and consideration.

Prior to the Internal Audit, the SRHBA had three overarching recommendations for Saskatoon Land:

1) Increase transparency & accountability
2) Contribute to increasing professionalism in the residential construction industry
3) Make improvements to its business model

It is important to highlight that the SRHBA is not advocating that the City of Saskatoon should not be in the development business. Rather, we advocate for improving the City's approach to land development. Saskatoon Land is in fact a professional member of our association and proudly serves many of our member builders.

The SRHBA had three overarching criticisms in regards to the current status of operations of Saskatoon Land. That Saskatoon Land:

1) Impacts the cost of land in Saskatoon, eroding affordability.
2) Can be in a conflict of interest as both regulator and competing business.
3) Does not have a business model that can best pull on expert advice and respond quickly to the market.

The current scope of work could not properly determine the first two points, even though the auditors did the best they could with the information and capacity they had. The investment on return in truly digging into these two points might also not be sufficiently productive or desired. There is also no reason to doubt Saskatoon Land's ability to address all of the recommendations listed by the auditor. In fact, senior management should be applauded for already addressing some of these

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www.saskatoonhomebuilders.com

recommendations and starting a consultative process with the development, building and business sectors as they work through improving their operations and policies.

The glaring omission in the auditor's report is the lack of recommendations for Procedure 6: Business and Governance Structure, which also corresponds to our third point. In our opinion, this is the most important section of the auditor's report, and I would recommend Committee and City Council not approve this report without formulating recommendations for this section. Without this, we are missing an tremendous opportunity to truly impact and improve the way we develop and grow our city. Without this, the report is yet another audit report which will be filed on a shelf after a few months. And finally, without this, we are not responding to the true reasons many stakeholders supported the work and scope of such an audit.

The SRHBA would thus suggest recommending:

1) That the City of Saskatoon investigate the possibility of moving the current model of Saskatoon Land to one of a Municipal Development Corporation (MDC) to properly understand what this would look like for the City of Saskatoon and its impacts on the local economy. This investigation should be comprise of, but not limited to, a cost-benefit analysis, timeline, transition plan suggestions, and consultation with the building and development community, amongst other sectors.

2) Apply the recently approved (in principal) Growth Plan to Half a Million to the business plan and vision of Saskatoon Land, so it can work in tandem with the City of Saskatoon and other stakeholders.

And lastly, transparency is often a recommendation, a value everyone can rally around. However, "efficient" and "timely" communication of information (including financial information) could also assist in improving the way Saskatoon develops land and grows. This should be a value to continually improve. Transparency, increasingly the effectiveness of information sharing and understanding, can make for better decision making.

Ultimately, I think all stakeholders have the same end goal in critiquing the current model of Saskatoon Land, we want to help increase confidence in Saskatoon Land and better build and grow our beautiful city. As our Mayor often says, let's be the city that gets it right.

Please do not hesitate to contact me should you have any questions or comments and I look forward to following up with you in the coming weeks.

Sincerely,

Chris M. Guérette
CEO

1600 - 24

From: City Council
Sent: Wednesday, August 09, 2017 11:46 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

RECEIVED
AUG 09 2017
CITY CLERK'S OFFICE
SASKATOON

Submitted on Wednesday, August 9, 2017 - 11:45
Submitted by anonymous user: 207.47.161.163
Submitted values are:

Date: Wednesday, August 09, 2017
To: His Worship the Mayor and Members of City Council
First Name: Darla
Last Name: Lindbjerg
Address: 104-202 4th Ave North
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 0K1
Email: darla@saskatoonchamber.com
Comments:
July 27, 2017
Chair of the Standing Policy Committee on Finance
c/o City Clerk's Office
City of Saskatoon
222 3rd Ave North, Saskatoon, SK

Re: Feedback on the PWC Saskatoon Land Internal Audit Report

Dear Councillor Iwanchuk,

On behalf of the Greater Saskatoon Chamber of Commerce's members and board of directors, we offer our appreciation for the opportunity to review the Internal Audit Report and provide feedback for council to consider.

Firstly, we applaud and support the initial steps to undertake an audit of the land bank and feel this is a positive step in the right direction. Our Chamber proposed the following points for consideration and as recommendations that should be initiated going forward:

1. To undertake a feasibility study around the establishment of the Land Branch as a Land Development Corporation that is an entity responsible to an independent board for review, such as the examples from Calgary and Surrey in the auditor's report.

2. To establish a governance structure that strives to create continued transparency in and around processes/policies and includes key community stakeholders within its governing body.

3. Increase transparency around financial management and allocations of the Land Bank, the risks to the tax payer in a soft market, and the department making discretionary decisions based on individual situations.

4. Provide quarterly progress reports to key stakeholder groups that outline the implementation of goals and outcomes.

Our Chamber's primary concern is not with the existence of the Land Branch, but rather specifically areas of improving financial transparency and the making of sound business decisions outside of political influence. Our goal is to keep commercial land prices competitive as to incentivize business to locate and operate in Saskatoon, rather than relocate to other jurisdictions.

On behalf of our members in the Saskatoon business community, we thank you for this opportunity and look forward to more discussion on this topic in the future. Please do not hesitate to reach out should you have any questions or require clarification.

Best Regards,

Darla Lindbjerg, CEO
Greater Saskatoon Chamber of Commerce

The results of this submission may be viewed at:
https://www.saskatoon.ca/node/398/submission/188848

STANDING POLICY COMMITTEE ON FINANCE

Award of Request for Proposals – Report Guidelines

Recommendation of the Committee
That the information be received.

History
At the August 14, 2017 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department, dated August 14, 2017, was considered.

Attachment
August 14, 2017 report of the CFO/General Manager, Asset and Financial Management Department.

Award of Request for Proposals – Report Guidelines

Recommendation
That the information be received.

Topic and Purpose
The purpose of this report is to establish clear guidelines on future Award of Request for Proposals (RFP) reports.

Report Highlights
1. The Administration has identified a list of criteria to be included when presenting a report to City Council to request an award of RFP.

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

Report
In addition to using the corporate template, to ensure consistency when award of RFP reports are being presented to City Council, the report will include the following:

- Issue and closing dates of RFP
- Advertising media (e.g. SaskTenders)
- List of all proponents from which an RFP was received
- Location of all proponents
- Number of staff who the Review/Evaluation Committee was comprised of, including the Division(s)
- Criteria upon which the RFP was evaluated, as included in the RFP, and the points allocated accordingly
- Relevant background information on the recommended Successful Proponent
- Factors considered by the Administration when considering the use of internal/external resources

Due Date for Follow-up and/or Project Completion
There is no due date for follow-up and/or project completion.

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

Report Approval
Written and approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

STANDING POLICY COMMITTEE ON FINANCE

Incentive Application – Brandt Properties Ltd.

Recommendation of the Committee

1. That the application from Brandt Properties Ltd. for a five-year tax abatement of 100% of taxes at 819, 827 and 859 59th Street East and 826 and 858 58th Street East, as a result of its purchase in 2017, be approved; and
2. That the City Solicitor be instructed to prepare the appropriate agreements.

History

At the August 14, 2017 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department, dated August 14, 2017, was considered.

Presentations were received from Mr. Alex Fallon, Saskatoon Regional Economic Development Authority, and Mr. Shaun Semple, President, Brandt Group of Properties.

Attachment

August 14, 2017 report of the CFO/General Manager, Asset and Financial Management Department.

Incentive Application – Brandt Properties Ltd.

Recommendation
That the Standing Policy Committee on Finance recommend to City Council:
1. That the application from Brandt Properties Ltd. for a five-year tax abatement of 100% of taxes at 819, 827 and 859 59th Street East and 826 and 858 58th Street East, as a result of its purchase in 2017, be approved; and
2. That the City Solicitor be instructed to prepare the appropriate agreements.

Topic and Purpose
The purpose of this report is to obtain City Council approval for a five-year tax abatement of 100% of taxes at Brandt Properties Ltd. (Brandt) for 819, 827 and 859 59th Street East and 826 and 858 58th Street East.

Report Highlights
1. Brandt has met the eligibility requirements of Council Policy No. C09-014, Business Development Incentives.
2. Saskatoon Regional Economic Development Authority (SREDA) is recommending a 100% five-year tax abatement for these properties owned by Brandt.

Strategic Goal
This report supports the long-term strategy of creating a business-friendly environment where the economy is diverse and builds on our city and region's competitive strengths under the Strategic Goal of Economic Diversity and Prosperity.

Background
City Council approved Council Policy No. C09-014, Business Development Incentives, on October 15, 1991, with the most recent update approved on March 26, 2012.

The purpose of this Policy is to make incentives available to businesses which meet the eligibility requirements listed within the Policy to:

- encourage them to locate or expand their operations in Saskatoon in order to create long-term, skilled or semi-skilled jobs;
- provide tax relief that will flow to companies creating new jobs;
- place Saskatoon in a competitive position in attracting businesses that it would not otherwise occupy;
- increase the long-term viability of a project; or
- demonstrate the City of Saskatoon's commitment to a business or industry.

In accordance with this Policy, SREDA's Board of Directors, through a sub-committee, reviews the applications and brings forward a recommendation to City Council.

Report

Attachment 1 is a report from Jonathan Huntington, Chair, SREDA Board of Directors. The report provides the required information for City Council to consider the request from Brandt for a five-year tax abatement.
The Policy includes the following criteria regarding the Amount of Incentives:

- Section 3.1(d) states that all corporations meeting the eligibility requirements for a property tax incentive may qualify for a tax abatement of up to 100% of new or incremental taxes in year one; and

- Section 3.1(e) states that incentives for new or local expansions in the manufacturing or processing sectors creating 100 or more new, full-time employees may be eligible for tax abatements of up to 100% of new or incremental property taxes for a period of five year.

SREDA is recommending approval of a five-year abatement of 100% of taxes that were levied in previous years but are new to the property owner.

The Province of Saskatchewan is currently updating its regulations regarding the approval of abatements, which are expected to include a threshold amount that a municipality may approve. Requests that exceed that threshold would require the Province's approval, and it is likely the abatement of the provincial levy portion of the request will require provincial approval. However, correspondence received from the Province has indicated that agreements in place prior to January 1, 2018 are not affected by this new regulation.

As noted in the attachment, it is SREDA's expectation that this development will result in at least 300 new jobs and will stimulate approximately $26.5 million of annual gross domestic product (GDP) impact.

Options to the Recommendation

City Council has the option of denying the tax abatement.

Financial Implications

It is requested that 100% of taxes levied to these properties be abated. The taxes on these properties are subject to phase in due to reassessment, with the estimated annual impact as follows (but excludes estimated mill rate increases):

Year	Estimated Abatement	Municipal	Library	Education
2018	$328,017	$169,976	$17,668	$140,373
2019	$348,814	$180,365	$18,723	$149,727
2020	$369,611	$190,754	$19,777	$159,080
2021	$369,611	$190,754	$19,777	$159,080
2022	$369,611	$190,754	$19,777	$159,080

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A further follow-up report is not required; however, the abatement will be subject to an annual compliance audit undertaken by SREDA.

Public Notice

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

Attachment

1. Report from Jonathan Huntington, Chair, SREDA Board of Directors, July 26, 2017.

Report Approval

Written by: Shelley Sutherland, Director of Corporate Revenue
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Incentive App_Brandt Properties Ltd. docx

Saskatoon Regional Economic Development Authority (SREDA)
Suite 103, 202 Fourth Avenue N | Saskatoon, SK

MEMO

TO: Kerry Tarasoff, Chief Financial Officer/General Manager
Asset & Financial Management, City of Saskatoon

FROM: Jonathan Huntington, Chair, SREDA Board of Directors

RE: Brandt Properties Ltd. Business Development Tax Incentive Application

DATE: July 26, 2017

The Saskatoon Regional Economic Development Authority (SREDA) has received an application from Brandt Properties Ltd., under the Business Development Incentives Policy C09-014 (the Policy), of which SREDA administers on behalf of the City of Saskatoon, related to the company's purchase of properties 819,827,859 59th St E and 826,858 58th St E (the Properties).

Under this application, Brandt plans to develop a "Green Energy Center of Excellence for Brandt Manufacturing". Brandt has purchased the former Mitsubishi/Hitachi manufacturing facility that was being organized for liquidation by its former owners. Through this acquisition, Brandt plans to manufacture wind turbines to support not only Sask Power's target to reach 50% green energy by 2030, but also the City of Saskatoon's Environmental Leadership Targets, outlined in the City of Saskatoon Strategic Plan (2013 – 2023).

Based on Brandt's application and the eligibility requirements of the Policy, SREDA is recommending the City of Saskatoon approve a **100% tax abatement on the property taxes assessed to the Properties for a 5 year period (2018-2022).**

This represents a tax abatement of approximately $370,000 annually for the 5 year period. Although this is a significant tax abatement, the Business Development Incentives policy allows for special consideration to be given to the manufacturing or processing sectors based on section 3.1 (e). This section of the policy states that a manufacturer creating 100 or more full-time jobs may be eligible for tax abatements of up to 100% of new property taxes for up to 5 years.

Saskatoon's manufacturing sector has a significant impact on the Saskatoon Region economy, creating both products for export and long-term, well-paying jobs for Saskatoon residents. Brandt's initial plan is to create direct employment opportunities for 300 people. Including the economic impact of indirect and induced employment, the number increases to 381 full-time equivalent positions, with an estimated annual labour income impact of $20.4 million. This level of employment in the turbine equipment manufacturing sector is estimated to support annual economic output of $47.2 million and GDP of $26.5 million (based on the recently released 2013 Statistics Canada Input-Output Model). Although it is difficult to determine the exact provincial and thus regional tax benefits from Brandt's investment in Saskatoon, SREDA considered the tax implications of the long term nature of Brandt's operating plan in our tax abatement assessment.

Summary:

In SREDA's view, Brandt's application meets the purpose, eligibility criteria, and amount of incentives under the Policy.

Policy Purpose:

"To make incentives available to businesses meeting the eligibility requirements listed within this Policy, to:

- Encourage them to locate or expand their operations in Saskatoon in order to create long term, skilled or semi-skilled jobs;
- Provide tax relief that will flow to companies creating new jobs;
- Place Saskatoon in a competitive position in attracting businesses that it would not otherwise occupy;
- Increase the long term viability of a project; or
- Demonstrate the City's commitment to a business or industry."

Policy Eligibility Criteria

Brandt's application fulfils all 10 criteria listed in the Policy as summarised in the attached eligibility criteria checklist form.

Amount of Incentives

Brandt's application qualifies for a 100% tax abatement under section 3.1 (e) of the Policy because the expansion is creating 100 or more full-time jobs in the manufacturing sector:

*"The value of incentives for new or local expansions in the manufacturing or processing sectors that will create 100 or more new, full-time or full-time equivalent employees may be eligible for tax abatements of up to 100% of new **or** incremental property taxes for a period of five years."*

As such, the Saskatoon Regional Economic Development Authority's Board of Directors approved the following resolution on July 26, 2017:

Recommendations

THAT the SREDA Board of Directors approves the recommendation by the SREDA Incentive Review Committee for SREDA to submit Brandt's tax incentive application to the City of Saskatoon for a 100% property tax abatement for a 5 year period (2018 – 2022).

In SREDA's view, this business development incentive represents an economic win for the City of Saskatoon, our regional manufacturing sector, and local job creation. The tax abatement of approximately $370,000 annually provided by the City of Saskatoon is expected to stimulate approximately $26.5M of annual GDP impact.

Jonathan Huntington
Chair, Board of Directors
SREDA

STANDING POLICY COMMITTEE ON FINANCE

Request to Tender and Award Billboard Locations for Licence along Circle Drive South and Inquiry – Former Councillor P. Lorje (May 5, 2014) – Billboards along Circle Drive and Other High-Speed Roadways

Recommendation of the Committee

1. That the Administration be authorized to tender four billboard locations for licence along Circle Drive in the Southwest Industrial area, as outlined in the August 14, 2017 report of the CFO/General Manager, Asset and Financial Management Department; and
2. That upon closing of the tender, the City Solicitor be requested to prepare the appropriate licence agreements, and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

History

At the August 14, 2017 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department, dated August 14, 2017, was considered.

Attachment

August 14, 2017 report of the CFO/General Manager, Asset and Financial Management Department.

Request to Tender and Award Billboard Locations for Licence along Circle Drive South and Inquiry – Councillor P. Lorje (May 5, 2014) – Billboards along Circle Drive and Other High-Speed Roadways

Recommendation

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

1. That the Administration be authorized to tender four billboard locations for licence along Circle Drive in the Southwest Industrial area, as outlined in this report; and
2. That upon closing of the tender, the City Solicitor be requested to prepare the appropriate licence 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 City Council approval to tender and award four billboard locations for licence along Circle Drive in the Southwest Industrial area. This report also provides information regarding the use of billboard revenues to improve public space, as requested by former Councillor P. Lorje.

Report Highlights

1. Annual licence revenues from billboards located on City of Saskatoon (City) owned land are deposited into general revenues.
2. Permits for these billboard locations have been approved, as they conform to the Sign Regulations in the City's Zoning Bylaw.
3. Given the past and current interest in these locations by billboard advertising companies, issuing a tender for the locations is transparent and competitive.
4. The Administration recommends following the current practice of allocating revenue generated from billboard leases as general revenue for the benefit of all citizens.

Strategic Goal

This report supports the long-term strategy of increasing revenue sources and reducing reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability.

Background

As a result of the alignment and final survey of the Circle Drive South roadway project, a number of City-owned parcels remain that are ideal for billboards, given the location.

At its September 3, 2013 meeting, the former Planning and Operations Committee resolved that consideration of the matter of the placement of any billboards on City-owned property along Circle Drive South be deferred for a minimum of one year.

Since then, billboards have been erected on nearby, privately held lands, thereby resulting in five of the original locations no longer being suitable due to required separation distances. Currently, there are four City-owned properties that remain suitable for billboards along Circle Drive South.

At its October 27, 2014 meeting, when considering a report of the General Manager, Community Services Department, in response to former Councillor P. Lorje's inquiry regarding billboards along Circle Drive and other similar high-speed roadways, City Council resolved that the matter be referred to the Administration to report back regarding linking billboard revenues to improving public space and review of how revenues are generated.

Report

Billboard Revenues

It is estimated that revenues from the four billboard locations shown on Attachment 1 would be approximately $40,000 per year. These revenues would be deposited into general revenues which is the current accounting method.

Sign Regulations Section of the City's Zoning Bylaw

Real Estate Services has submitted applications to the Planning and Development Division for approval to place billboards at the four locations as shown on Attachment 1. Planning and Development has reviewed the four locations and has provided its approval, pending City Council approval. It is possible that some or all of these billboard locations could be digital signs, as allowed under the Sign Regulations section in the City's Zoning Bylaw.

Given the previous concerns and discussions that occurred in 2013 regarding the potential for billboards along Circle Drive South on City-owned land, the Administration is seeking pre-tender approval regarding this potential revenue-generating matter.

Issuing a Tender is Transparent and Competitive

The City has received interest from a number of advertising companies wishing to locate billboards along Circle Drive South in this area. The Administration is proposing to issue a tender for the four locations as a single package, anticipating this approach will garner the best price for the City and allow for a coordinated marketing approach for the advertising company. Significant terms of the tender/license would be:

- 10-year licence term;
- Yearly licence fee increase of 2% per billboard location;
- City would be responsible for any property taxes;
- Licencee would pay for the installation and any ongoing maintenance of the billboard structures;
- Option to renew for additional terms—subject to review of licence fee;
- Licence agreements would be for each sign location and would be transferable as some of these City-owned lands will be sold in the near future; and
- 2-year termination notice by either party.

Generation of Billboard Revenues and Public Space Improvements

The principle currently being followed for billboard revenues is that revenue is being generated from the ownership of City land, and therefore, all citizens should benefit since general revenue helps reduce the mill rate. City Council could choose to reallocate billboard revenue as suggested to improve public spaces, however, consideration needs to be given to the impact of the decision such as:

- service level changes to support increased expenditures to public spaces; and
- the amount of property tax that would be required to back-fill the reallocated revenue.

The Administration recommends following the principle of providing the benefit to all citizens through a reduction of the mill rate by having revenue flow into the general coffers. In light of the trend of decreasing non-tax revenue, following this principle and current practice would also help minimize the impact to the mill rate.

Options to the Recommendation

Option 1: City Council can choose to issue individual tenders and subsequent licences for each location shown on Attachment 1. It is anticipated this approach would result in a lower total overall bid price; therefore, the Administration does not recommend this option.

Option 2: City Council can choose not to approve issuing a tender and subsequent licences for the billboard locations shown on Attachment 1. The Administration does not recommend this option, as the City would forego a significant source of revenue and billboards would eventually be situated on nearby, non-City-owned lands, similar to what occurred in 2013.

In regard to the reallocation of billboard revenue, City Council can choose to reallocate all billboard revenue to any other dedicated purpose. The total impact of this decision would be $120,000, including the approval of new licensing included in the report.

Financial Implications

Establishing licence agreements for billboard structures in the proposed locations could contribute annual funds in the range of $40,000 to the City's general revenues.

In the case where a billboard structure would be located on a parcel that will be sold in the future, it is anticipated that having a billboard structure and licence in place would increase the value of the parcel as the revenue source would be transferable. Alternatively, the City could sell a property with a billboard licence in place and specify in the land sale agreement that the billboard revenue would remain with the City.

Public and/or Stakeholder Involvement

Discussions have taken place with the City's Planning and Development Division, which oversees billboards to ensure sign locations and sign characteristics comply with the Zoning Bylaw.

Discussions have occurred with various billboard advertising companies which have indicated interest in these locations.

Upon closing of a tender for the licence of these locations for billboards, the successful advertising company would need to receive final detailed permit approval from the Planning and Development Division for the installation and billboard type and location.

Should a tender be issued, it will be posted on SaskTenders, and the local billboard advertising companies will be contacted to ensure they are aware of the tender.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

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

Public Notice

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

Attachment

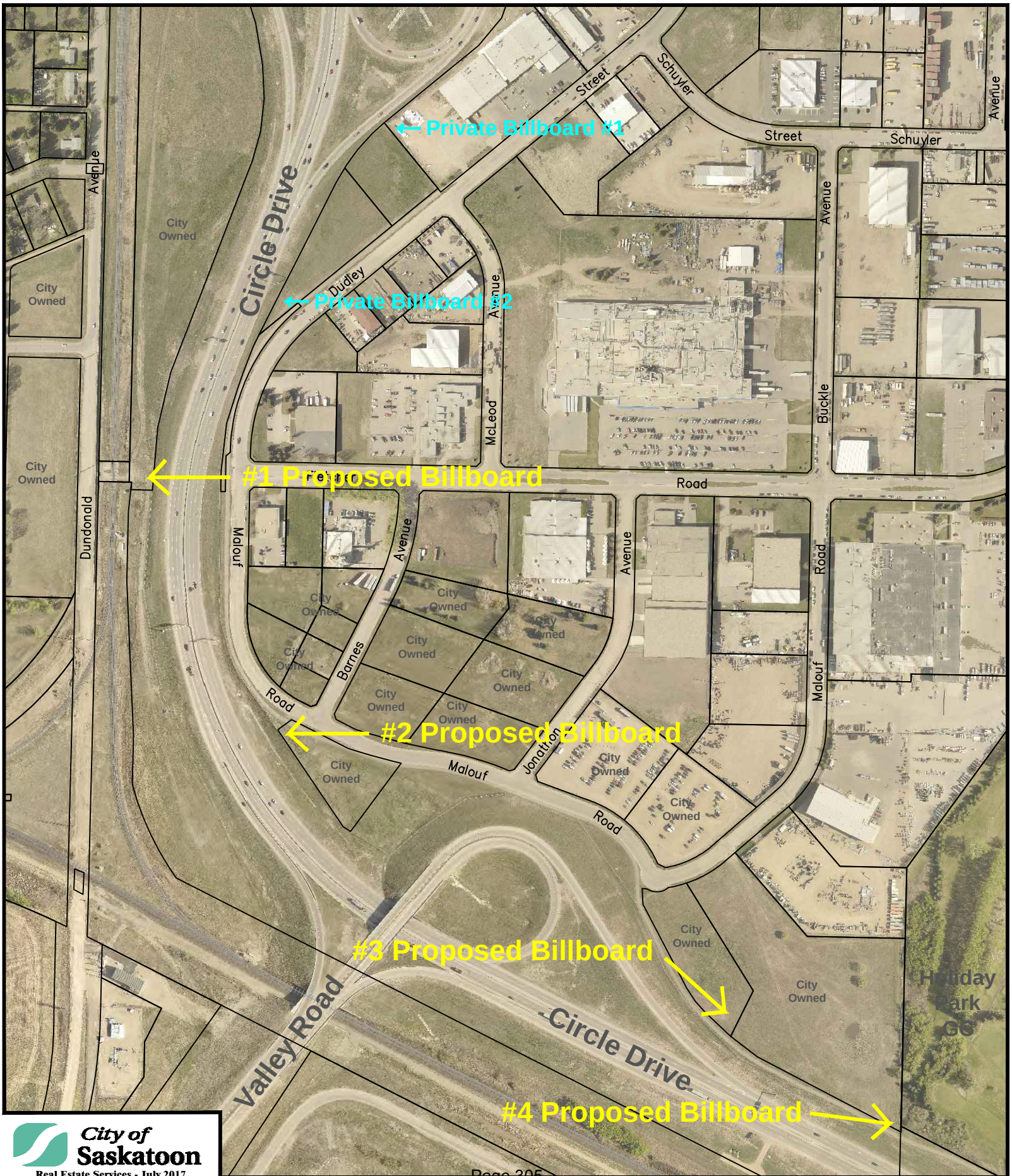
1. Proposed Billboard Location on City Land along Circle Drive South

Report Approval

Written by:	Scott McCaig, Real Estate Services
Reviewed by:	Keith Pfeil, Manager, Real Estate Services
	Frank Long, Director of Saskatoon Land
Approved by:	Clae Hack, Acting General Manager, Asset & Financial Management Department

Request to Tender and Award CDS Billboards_Inquiry Lorje.docx

Proposed Billboard Locations on City Land along Circle Drive South



City of Saskatoon
Real Estate Services - July 2017

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.

For best clarity, please view this drawing in a digital format at saskatoon.ca on the Agendas & Minutes page by searching "Circle Drive South Billboards"

STANDING POLICY COMMITTEE ON FINANCE

Building Better Fleet: An Asset Management Plan for Fleet Services

Recommendation of the Committee

1. That the Asset Management Plan for Fleet Services be received as information;
2. That the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve be eliminated;
3. That the Civic Vehicles and Equipment Stabilization Reserve be amended as outlined in the August 14, 2017 report of the CFO/General Manager, Asset and Financial Management; and
4. That the City Solicitor be requested to amend The Capital Reserve Bylaw No. 6774.

History

At the August 14, 2017 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department, dated August 14, 2017, was considered.

Attachment

August 14, 2017 report of the CFO/General Manager, Asset and Financial Management Department.

Building Better Fleet: An Asset Management Plan for Fleet Services

Recommendation
That the Standing Policy Committee on Finance recommend to City Council:
1. That the Asset Management Plan for Fleet Services be received as information;
2. That the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve be eliminated;
3. That the Civic Vehicles and Equipment Stabilization Reserve be amended as outlined in this report; and
4. That the City Solicitor be requested to amend The Capital Reserve Bylaw No. 6774.

Topic and Purpose
The purpose of this report is to provide information on assets primarily belonging to the Fleet Services Section of the Facilities and Fleet Management Division, Asset and Financial Management Department.

This report is also requesting City Council approval to eliminate the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve and amend the Civic Vehicles and Equipment Replacement Reserve within Bylaw No. 6774 in order to provide sufficient funding to maintain the City of Saskatoon's (City) fleet in good condition.

Report Highlights
1. The Asset Management Plan for Fleet Services shows the physical condition of the City's fleet. Currently, 49% of the fleet is in good to very good condition.
2. A potential funding plan is illustrated with the goal of bridging the funding gap to enable the assets to reach the desired condition. The funding plan includes elimination of the Acquisition Reserve and amendments to the Capital Replacement Reserve.

Strategic Goal
This report supports the long-term strategy of adopting and implementing an asset management philosophy for the City's fleet, under the Strategic Goal of Asset and Financial Sustainability.

Background
In 2008, Robert Prosser & Associates Inc. conducted an audit which identified that the overall condition of the City's fleet was impacting the City's ability to provide expected service levels.

In order to advance the replacement plan, rental rates were adjusted. This adjustment to rental rates has closed the identified funding gap, and if funding levels remain the same, Fleet Services will be better positioned to replace vehicles in a timely manner.

Report

The Asset Management Plan for Fleet Services (Attachment 1) categorizes the City's fleet into four categories: heavy equipment, civic vehicles, police vehicles and other motorized assets. It is important to note that this Plan does not include either Transit's fleet (previously reported in a separate asset management plan) or Fire apparatus, as these are managed outside of Fleet Services. As shown in the Plan, the estimated replacement value of the entire fleet is $97.3 million.

Overall, the City's fleet is in good condition and with the replacements planned for 2017, the average condition will continue to fall within the recommended good category level. The fleet has managed to remain in good condition due to one-time transfers from the Acquisition Reserve to the Replacement Reserve. In order to maintain the appropriate funding and condition levels, Table 5 of the Plan provides a funding scenario that would give the Fleet Replacement Reserve a total of $6.7 million in annual funding over the next 12 years.

Fleet Services' current rental rate charged to its internal customers is sufficient to cover ongoing operations and replacement. Over the past several years, Fleet Services has generated a surplus in its maintenance program which was transferred to the Acquisition Reserve per Bylaw No. 6774. A bylaw amendment would allow for future surpluses to be transferred to the Capital Replacement Reserve.

The Administration recommends that the funding gap be addressed through the following amendments to Bylaw No. 6774:

1. Eliminate the Fleet Acquisition Reserve.
2. Amend Section 22(3) to transfer surpluses to the Civic Vehicles and Equipment Replacement Reserve instead of the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve.

These revisions would allow the City's fleet to reach its expenditure goal and continue to be replaced in a timely manner by having funds redirected to the Replacement Reserve. The Acquisition Reserve is no longer required, as divisions are responsible for funding their own acquisitions, and Fleet Services is responsible for the maintenance and eventual replacement. This bylaw adjustment aligns current practice with policy and removes the requirement for one-time transfers in the future without any additional property tax impact.

Options to the Recommendation

City Council can choose not to approve the bylaw amendments. This option is not recommended as doing so would not correct the funding gap currently present within Fleet Services. Alternative funding recommendations would be required to ensure the City's fleet is in good condition and able to meet service requirements.

Financial Implications
The Plan summarizes the current expenditure level, identified funding gaps, existing funding, and a bylaw revision to address the funding gap.

Communications Plan
The Asset Management Plan for Fleet Services will be communicated with the City's overarching Corporate Asset Management Plan. Communications support will create awareness for this Plan through information uploaded into a new display within the Finance pages of the City's website.

Other Considerations/Implications
There are no policy, environmental, privacy, or CPTED implications or considerations, and public and/or stakeholder involvement is not required.

Due Date for Follow-up and/or Project Completion
The Administration will report back during the 2018 Business Plan and Budget deliberations with options to address the funding gap. As future replacement schedules and timing can change, an annual update will be provided to make any adjustments as required.

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

Attachment
1. Building Better Fleet: An Asset Management Plan for Fleet Services

Report Approval
Written by: Angie Larson, Finance Support Manager
Reviewed by: Clae Hack, Director of Finance
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

AMP Fleet Services.docx

ATTACHMENT 1

Building Better Fleet:
An Asset Management Plan for Fleet Services

City of Saskatoon



AUGUST 2017

Fleet Services

INTRODUCTION

The City of Saskatoon's fleet services are provided by the Fleet Services Section of the Facilities & Fleet Management Division, Asset & Financial Management Department. Services provided include purchasing, rental, maintenance/repair, and replacement of vehicles and equipment. Fleet Services is funded through revenue generated from rental rates that are charged to civic departments and Boards.

A 2008 audit conducted by Robert Prosser & Associates Inc. indicated that areas of the City's fleet had bypassed their life expectancy and some were in a condition that seriously impacted the ability of various departments to provide expected levels of service.

Since 2013, in order to advance the replacement plan, rental rates were adjusted. This increase in rental rates has generated an additional $6.0 million over a period of four years which has been transferred to reserves. This adjustment to rental rates has closed the identified funding gap and if funding levels remain the same, Fleet Services should be in a position to replace vehicles in a timely manner.

CURRENT INVENTORY

The City's active fleet assets are estimated to have a replacement value of $97.2 million. Table 1 is a summary of the fleet asset groups, and Table 2 is a more detailed breakdown of the many different asset categories of fleet. Both Table 1 and 2 show the asset group or category's replacement value and the percentage of the value that each asset group/ category represents.

Table 1: Summary Fleet Asset Inventory (in millions of $)

Asset Group	Inventory	Replacement Value	% of Fleet*
Heavy Equipment	194	57.2	58.8%
Civic Vehicles	531	26.3	27.0%
Other	82	6.3	6.5%
Police Vehicles	184	7.5	7.7%
Total	991	97.3	100.0%

**Based on $ value*

Table 2: Detailed Fleet Asset Inventory

Asset Category	Inventory	Replacement Value	% Fleet*
Civic Vehicles			
1 Ton Truck	141	10,978,000	11.3%
1/2 Ton Truck	93	4,107,000	4.2%
3/4 Ton Truck	60	2,879,000	3.0%
1/4 Ton Truck	70	2,450,000	2.5%
3/4 Ton Van	37	1,545,000	1.6%
Mini Van	50	1,397,000	1.4%
1 Ton Van	29	1,210,000	1.2%
1/4 Ton SUV	29	875,000	0.9%
1/2 Ton Van	12	450,000	0.5%
Crew Truck	1	150,000	0.2%
Light Sedan	4	88,000	0.1%
Hybrid Car	3	87,000	0.1%
Mini Car	2	44,000	0.0%
TOTAL	531	26,260,000	27.0%
Police Vehicles			
Police Sedan	96	3,945,000	4.1%
Police SUV	58	2,631,000	2.7%
Police Mini Van	20	561,000	0.6%
Police 1 Ton Van	4	158,000	0.2%
Police 3/4 Ton Van	2	88,000	0.1%
Police Motorcycle	2	60,000	0.1%
Police 1/2 Ton Van	2	70,000	0.1%
TOTAL	184	7,513,000	7.9%
Other Vehicles			
Asphalt Patcher	12	1,490,000	1.5%
Sidewalk Cleaner	10	1,400,000	1.4%
Skid Steer	12	660,000	0.7%
Snow Blower	3	600,000	0.6%
Trailer	18	626,000	0.6%
Forklift	11	423,000	0.4%
Trencher	2	360,000	0.4%
Tractor	3	300,000	0.3%
Compressor	7	140,000	0.1%
Floor Scrubber	2	180,000	0.2%
Wood Chipper	2	104,000	0.1%
TOTAL	82	6,283,000	6.3%

Fleet Services

Asset Category	Inventory	Replacement Value	% Fleet*
Heavy Equipment			
Garbage Truck	35	12,040,000	12.4%
Tandem Truck	43	7,850,000	8.1%
Bucket Truck	23	6,115,000	6.3%
Sweeper	19	6,050,000	6.2%
Motor Grader	17	4,900,000	5.0%
Loader	12	4,320,000	4.4%
Sewer Flusher/Vac	8	3,600,000	3.7%
Compactor	3	3,600,000	3.7%
Backhoe	10	3,030,000	3.1%
Digger Truck	4	1,280,000	1.3%
Roller	8	1,068,000	1.1%
Dozer	1	1,050,000	1.1%
Water Truck	4	800,000	0.8%
Hoist Truck	3	680,000	0.7%
Line Painter	1	450,000	0.5%
Boiler Truck	3	360,000	0.4%
TOTAL	194	57,193,000	58.8%
Grand Total	**991**	**97,249,000**	**100.0%**

**Based on $ value*



Police SUV



Compact Hybrid Car



Side Arm Garbage Truck



Hoist Truck

PHYSICAL CONDITION OF FLEET

In order to proceed with an Asset Management Plan, the following questions need to be addressed:

1. What is the current fleet condition?
2. What is the desired condition level?
3. How fast would City Council like to reach the desired condition level (expenditure level)?

The City's vehicles and equipment are evaluated for condition based on estimated service life (ESL) of the vehicle compared to actual service life, using either the age of the asset or the timeframe when the asset is estimated to reach its end of service life based on usage. For example, a minivan is estimated to have an ESL of 12 years or 230,000 km. The actual age of the vehicle is 8.4 years but it has been driven 242,443 km. This minivan is considered to be at the end of its service life (100%+) because of the excess usage. The rating structure shown in Table 3 has been used in the industry to rate vehicles and equipment from very good to very poor condition.

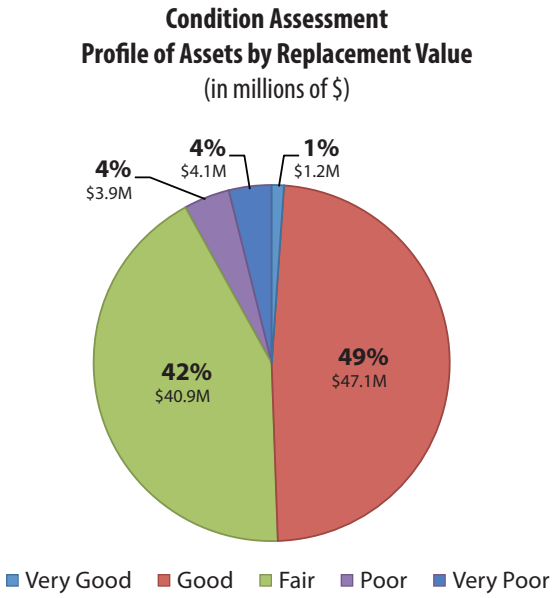
Table 3: Rating Structure

Condition Description	% of Estimated Service Life Used	Explanation
Very Good (VG)	0-20% ESL	New unit, no wear/tear.
Good (G)	21-50% ESL	Normal maintenance costs, good overall condition, low KM.
Fair (F)	51-80% ESL	Maintenance costs begin to rise, moderate KM usage.
Poor (P)	81-100% ESL	Unit needs to be replaced, high KM, maintenance costs at a steep incline, body condition deteriorating.
Very Poor (VP)	>101% ESL	Unit no longer operational, potential safety issues, not economically feasible to maintain.

To determine the condition of the fleet assets, service life or kilometers used were the only two factors considered. However, before Fleet Services considers assets for replacement the asset is inspected and prioritized on a number of factors including: safety, cost of maintaining, technological advancements, etc.

Ideally, equipment would be replaced at its optimum point based on its economic life cycle, which is before the equipment becomes more costly to maintain.

The following graph summarizes the fleet's asset condition assessment by replacement value, which shows on average that 49% of the total value of the asset pool is in good/very good condition, 42% is in fair condition and 8% is in poor to very poor condition. On average, the City's fleet is in good condition, indicating that 21%–50% of its useful life has been utilized. This assessment is based on the average of each asset category and the amounts are based on the replacement values. The goal is to have the average asset condition in the good category.



EXPENDITURE LEVELS

The Administration evaluates the condition of the City's assets in order to develop annual programs to maintain its assets at a minimum cost. Condition assessments or evaluations are conducted and used to establish condition levels as well as develop annual capital improvement plans.

The level of service for each type of asset is defined; however, as the level of service increases for the asset, so does the cost of maintaining the asset. In order to be able to compare the level of investment for all assets corporate-wide, five levels of expenditures are identified in Table 4. It should be noted that expenditure levels are not condition assessments but lead to a change in the asset condition over time. "A" represents the highest level of expenditure and "F" represents no expenditure.

Table 4: Expenditure Levels

Expenditure Level	Asset Condition	Description
A	Getting Better Quickly	Sufficient expenditures to keep assets in the desired condition and to increase asset condition/value quickly over time.
B	Getting Better	Sufficient expenditures to keep assets in the desired condition and to increase asset condition/value slowly over time.
C	Maintain Assets in Current Condition	Sufficient expenditures to keep asset in constant condition over time.
D	Getting Worse	Insufficient expenditures to maintain asset condition. Over time asset condition will deteriorate.
F	Getting Worse Quickly	No expenditures. Asset condition/value decreased rapidly.

Table 5 aligns the desired condition and expenditure level and also shows the required funding to meet a level "B" expenditure level averaged at $6.7 million annually.

Currently, there is a funding gap of $1.0 million. This amount can be addressed through a bylaw revision by redirecting funds from the Acquisition Reserve to the Replacement Reserve. This bylaw amendment would be consistent with the intent of the 2013 rental rate adjustment.

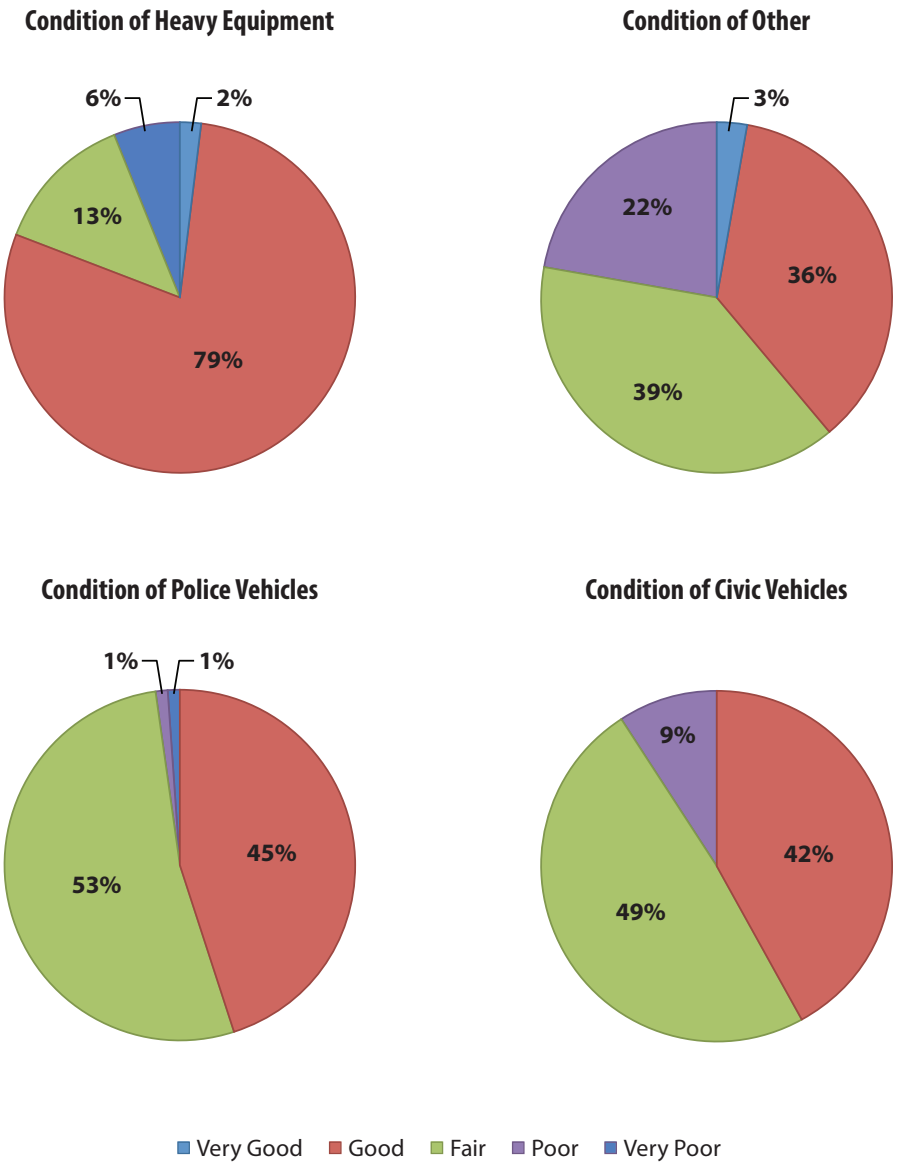
Table 5 also categorizes the equipment according to its condition. For example, the assets assigned a very good rating would be those in new or relatively new condition. On the other end of the scale, those that have been assigned a very poor condition will have reached the end of the useful life cycle and/or have very high kilometers, therefore, driving up the cost of maintenance.

Table 5: Condition of Asset and Desired Condition and Expenditure Level (in millions of $)

Asset	Physical Condition Actual	Physical Condition Desired	Desired Expenditure Level	Required Average 12 Year Funding*	Average 12 Year Budgeted Funding	Average 12 Year Funding Gap
Police Vehicles	• 0% Very Good • 45% Good • 53% Fair • 1% Poor • 1% Very Poor	Good	Level C	0.6	0.6	0.0
Heavy Equipment	• 2% Very Good • 79% Good • 13% Fair • 0% Poor • 6% Very Poor	Good	Level C	2.8	2.4	0.4
Civic Vehicles	• 0% Very Good • 42% Good • 49% Fair • 9% Poor • 0% Very Poor	Good	Level C	1.7	1.5	0.2
Other	• 3% Very Good • 36% Good • 39% Fair • 22% Poor • 0% Very Poor	Good	Level C	1.6	1.2	0.2
Total				6.7	5.7	1.0

Equipment in the desired good condition generally has normal maintenance costs, good overall condition and low kilometers. Overall, the City's fleet is in good condition and once the replacements have been made for 2017, the average condition will continue to fall within the desired good condition level.

Fleet Services



PRESERVATION PROGRAMS

Fleet Services manages the maintenance of civic assets using an electronic fleet management system. Each unit is assigned a preventative maintenance schedule as soon as it is put into service. From these set parameters, the unit is then monitored based on hours or kilometers used to determine the preventative maintenance schedule.

POTENTIAL PLAN TO ADDRESS THE FUNDING GAP

The Fleet Services maintenance program is currently funded through the Fleet Services operating budget at an amount of $15 million. The rental fee charged to the various departments as per the operating budget covers the maintenance, including the contribution to the Capital Replacement Reserve. The existing funding gap of $1.0 million identified in Table 5 could be addressed through a bylaw amendment, resulting in no additional property tax impact.

Fleet Services' rental rates are designed to cover the full lifecycle cost of a vehicle, including maintaining and replacing the unit. Rates are determined using a number of factors, including expected life, the severity of how it will be used, expected maintenance cost and the expected replacement value. Estimates are determined using historical information and industry standards. Exceptions are always considered on a case-by-case basis in regard to a unit which has potentially surpassed its useful life prior to its expected replacement and will be considered within the allotted funding available for vehicle replacements.

Unit rates combine pools of common assets with similar functions. For example, 1/2 ton trucks that are used more frequently, severely, or have significantly different capital up-fit costs may be moved into rate pools with different rental rates. In order to ensure that rates are fairly balanced, some costs are charged directly to the department, including non-standard up-fit costs and damage caused by negligence, operator error or other preventable damage. The primary goal of using this format is to provide departments with the ability to predictably budget their monthly fleet costs without incurring large, unexpected maintenance expenses or having to plan for funding to replace units at the end of their life cycle.

Over the last four years, the rental rate has not only covered the operating and capital costs but has generated an average annual surplus of $1.5 million. At the end of each year, the surplus is transferred to the Acquisition Reserve as per the bylaw. Over the last three years, a portion or all of this surplus has been transferred from the Acquisition Reserve to the Capital Replacement Reserve. Fleet Services' Capital Replacement Reserve provides funding for fleet replacements only with any additions to the fleet funded through the individual departments requiring the vehicle. However, once this additional piece of equipment is purchased, it becomes the responsibility of Fleet Services to maintain and replace at the end of its life cycle. Fleet Services no longer requires the Acquisition Reserve as departments have their own. Pending a bylaw amendment to eliminate the Acquisition Reserve, the amount of revenue generated through current rental rates is sufficient to fund the operating costs and the Replacement Reserve. This level of funding will allow the replacement of fleet to be made in a timely manner which will ensure the average condition continues to fall within the good condition.

Fleet Services



Asphalt Patcher Trailer



Wheel Street Sweeper



Tractor



Motor Grader



1 Ton Truck



Sewer Flusher Vac Truck

CLIMATE ADAPTION STRATEGY

Fleet Services recognizes the importance of adapting to the climate in which it operates. It is mandatory with all newly procured assets that they meet the latest emissions criteria for greenhouse gas.

Fleet Services is also introducing anti-idle options to reduce emissions which will save money on fuel.

Another initiative of Fleet Services is adding technological advancements to allow departments to carry on operations in all types of weather conditions.

City of Saskatoon

STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Request to Exceed in Excess of 25% of Contract No. 16-0053, Fletcher Road Sewer Upgrades

Recommendation of the Committee
That the Administration be given approval for Contract No. 16-0053, Fletcher Road Sewer Upgrades to exceed 25% of the contract value.

History
At the August 15, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated August 15, 2017 was considered.

Attachment
August 15, 2017 Report of the A/ General Manager, Corporate Performance.

Request to Exceed in Excess of 25% of Contract No. 16-0053, Fletcher Road Sewer Upgrades

Recommendation
That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

That the Administration be given approval for Contract No. 16-0053, Fletcher Road Sewer Upgrades to exceed 25% of the contract value.

Topic and Purpose

The purpose of this report is to request approval to exceed 25% of the contract value on Contract No. 16-0053 which is being executed under Capital Project #1501-1 - Trunk Sewer - Upgrade to Fletcher Road Sanitary Lift Station.

Report Highlights

1. Capital Project #1501-1 - Trunk Sewer - Upgrade to Fletcher Road Sanitary Lift Station provides funding for twinning the sanitary trunk on Fletcher Road between Buckle Avenue and the lift station, and upsizing the current force main leaving the lift station to increase capacity in the southwest industrial area.
2. Inaccurate information and aging infrastructure has caused redesign and schedule delays.

Strategic Goal

The report supports the Strategic Goal of Sustainable Growth as work completed under this contract will provide additional sanitary capacity and water main infrastructure in the Fletcher Industrial area.

Background

In 2016, the City awarded Contract No. 16-0053, Fletcher Road Sewer Upgrades. The scope of work was to install a force main along Fletcher Road from the lift station to 11th Street West, a gravity sewer main from Buckle Avenue to the lift station, as well as roadway resurfacing.

During the 2016 season, the Fletcher Road project experienced multiple challenges and delays, the majority which were due to inaccurate historical drawings and old water main valves which were leaking and required replacement. Water infiltration caused unstable trench conditions requiring over excavation, and additional road restoration.

Report

Scope of Work

During the 2017 construction season, the project continues to experience delays due to aging infrastructure and inaccurate information. There have been multiple instances

where inaccurate data of existing utilities and as-built records have resulted in redesign and delays. Water from old infrastructure entering the trench continues to be an issue. When trenches/slopes become saturated, the walls of the trench will fail creating a safety hazard, therefore, over-excavation is required to ensure a safe and suitable trench for workers.

The contractor continues to work on this project with the next steps being the two intersections, one at Buckle Avenue and Fletcher Road, and the other being the east intersection of 11th Street West and Avenue W South. Preliminary investigation of the 11th Street West intersection has indicated that hydrocarbons are present. Additional measures will need to be taken to address the environmental issues and imported fill material is expected to be required to complete the work.

Public and/or Stakeholder Involvement

The Fletcher Road sewer project is located in the southwest industrial area of Saskatoon and nearby businesses have been engaged along the way. At key junctures, all affected business owners are provided with an in-person update by a member of the project team. Moving forward, public information sessions may be considered for these primary stakeholders.

As work continues on the Fletcher Road project, there will be traffic impacts at new locations such as the east intersection of 11th Street West and Avenue W South. The City will continue to engage all adjacent businesses and any other primary stakeholders. Consultation will also be carried out with Dangerous Goods Routing to set out a plan for rerouting trucks and other transport vehicles that use 11th Street West.

Communication Plan

Construction and the resultant traffic impacts will be communicated in the standard ways including road signage, construction notices, Public Service Announcements, service alerts, Daily Road Report, and through updates to web content and applications at saskatoon.ca.

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

Details of the estimated project cost that pertain to Contract No. 16-0053, Fletcher Road Sewer Upgrades are as follows:

Anticipated Final Contract Cost	$2,474,803.53
Less Original Contract Cost	(1,803,613.00)
Subtotal Cost over the Original Contract Cost	$ 671,190.53
PST (6% on Change Order No. 2)	29,449.75
Change Order Amount being requested	$ 700,640.28

There is sufficient funding in Capital Project #1501-1 - Trunk Sewer - Upgrade to Fletcher Road Sanitary Lift Station to cover the additional funding requirements.

Environmental Implications

In approximately one month, work will begin at the east intersection of 11th Street West and Avenue W South at the main gate of Suncor Industries. There are concerns that there may be contaminated material within the zone of excavation at this location and City of Saskatoon Environmental Engineers will be consulted to provide support.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Contract No. 16-0053, Fletcher Road Sewer Upgrades is planned to be completed in 2017.

Public Notice

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

Report Approval

Written by:	Jim Donohoe, Project Engineer, Construction & Design
Reviewed by:	Matt Jurkiewicz, Senior Project Management Engineer
Reviewed by:	Celene Anger, Director of Construction & Design
Approved by:	Angela Gardiner, Acting General Manager, Transportation & Utilities Department

EUCS JD – RtoE in Excess of 25Perc – Cont No. 16-0053 – Fletcher Rd Sewer Upgrades

STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Recovery Park – Request for Proposals for Scale House Design and Construction Management

Recommendation of the Committee
That a Request for Proposals be issued for specialized design services for the scale house and occupied buildings associated with Recovery Park.

History
At the August 15, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated August 15, 2017 was considered.

Attachment
August 15, 2017 Report of the A/ General Manager, Corporate Performance.

Recovery Park – Request for Proposals for Scale House Design and Construction Management

Recommendation
That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

That a Request for Proposals be issued for specialized design services for the scale house and occupied buildings associated with Recovery Park.

Topic and Purpose
The purpose of this report is to seek approval from City Council to issue a Request for Proposals for the specialized design services required to design and construct the scale house facility and required building structures for staff.

Report Highlights
1. A multi-disciplinary internal City team is finalizing the design, drawings, and tender package for the majority of Recovery Park, with the exception of the scale house and occupied buildings.
2. The specialized design skills for the scale house and ancillary equipment will require the services of private consulting engineer firms.

Strategic Goal
This report supports the Strategic Goal of Environmental Leadership. Construction and Demolition (C&D) recycling and yard waste composting programs respond directly to the four-year priorities to promote and facilitate city-wide composting and recycling and eliminate the need for a new landfill by diverting waste for re-use. Recovery Park also supports the 10-year strategies to improve the quality and reduce the quantity of storm water run-off going to the river, reduce greenhouse gas (GHG) emissions, and address soil-quality issues on City-owned properties. Recovery Park will also support the Performance Target of diverting 70% of waste from the landfill by 2023.

Background
On January 25, 2016, City Council awarded development of a business case and options for delivery models for Recovery Park to KPMG.

On November 28, 2016, City Council consolidated existing capital funding of $7M for the construction of Recovery Park.

On May 23, 2017, City Council approved Administration preparing and releasing a Request for Proposal(s) for the design and construction of Phases 1 and 2 of Recovery Park.

Report
Internal Design Team
An internal team lead by Environmental and Corporate Initiatives has begun the delivery of the Recovery Park project, with significant collaboration with a number of divisions

throughout the City. An integrated project team has been formed to ensure strong project alignment and efficient project delivery as follows:

- Construction and Design division is preparing detailed designs and the tender package for the civil works for the Recovery Park site.
- Major Projects is providing project management oversight.
- Transportation division is providing engineering related to roadway design.
- Saskatoon Water division is providing engineering services associated with the stormwater management and will be engaged regarding site utilities.
- Saskatoon Light & Power division will be engaged regarding exterior lighting and site utilities.
- Parks division is being engaged for site landscaping.

Specialized Scale House Design Services Required

While Administration is performing the majority of the design, tendering, and project management of Recovery Park, specialized skills are required for the design, inspection, and commissioning of the new scale house and other ancillaries (e.g. radiation detection, automated scale and systems, and shelters/buildings for staff). Therefore, Administration is recommending that a consulting engineer be hired to design the components of Recovery Park that are outside the engineering expertise of internal staff.

The consultant will also be asked to provide a second opinion with regard to cost estimating and will be part of a value engineering exercise intended to ensure costs are minimized. The City requires these services to be in place by October in order to complete their first Work Packages prior to the release of the tender for the Recovery Park site civil works and roadway modifications later this year.

Options to the Recommendation

City Council may choose to instruct Administration to complete the work internally. This is not recommended as the City would be required to hire additional qualified staff for a relatively short-term project.

Financial Implications

Based on a percentage applied to a range of estimated construction costs, the budget for consulting fees is $400,000. This funding is available in Capital Project #2050 – Recovery Park. These fees are consistent with typical engineering fees for a project of this scope. The RFP will be structured to break down the work into phases to control costs and the scope of work performed.

Safety/Crime Prevention through Environmental Design (CPTED)

CPTED will be integrated into the design of Recovery Park and a requirement of the RFPs for completion of the design and construction of the facility.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Due to the time-sensitive nature of this procurement, the Administration will seek approval for the award of RFP from City Council in September. Normally a report on the award of the RFP would be reviewed at Standing Policy Committee first. Administration also intends to release the RFP after receiving approval from this Committee (targeting August 16, 2017). If on August 24, 2017, City Council does not approve the recommendations in this report the RFP will be cancelled and removed from SaskTenders.

Public Notice

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

Report Approval

Written by:	Chris Richards, Energy and Sustainability Engineering Manager
Reviewed by:	Michelle Jelinski, Senior Project Engineer, Water & Waste Stream
	Scott Theede, Project Engineer, Water and Waste Stream
	Mark Shaw, Environmental Operations Manager, Water & Waste Stream
	Brenda Wallace, Director of Environmental & Corporate Initiatives
	Dan Willems, Acting Director of Major Projects & Preservation
	Celene Anger, Director of Construction & Design
Approved by:	Jeff Jorgenson, Acting General Manager, Corporate Performance Department

CP – EUCS CR – Recovery Park – Request for Proposals for Scale House Design and Construction Management.docx

STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Compost Sale Strategy

Recommendation of the Committee

1. That a pilot program for providing small quantities of compost to residents at no charge, be approved; and
2. That a rate of $15 per cubic yard be approved for bulk purchases of materials from the compost depots, including finished compost, mulch, topsoil and fire logs.

History

At the August 15, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated August 15, 2017 was considered.

Attachment

August 15, 2017 Report of the A/ General Manager, Corporate Performance.

Compost Sale Strategy

Recommendation
That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That a pilot program for providing small quantities of compost to residents at no charge, be approved; and
2. That a rate of $15 per cubic yard be approved for bulk purchases of materials from the compost depots, including finished compost, mulch, topsoil and fire logs.

Topic and Purpose

The purpose of this report is to outline a proposed compost sale strategy, including a no-charge pilot program for residents and a bulk rate for larger quantities of compost materials.

Report Highlights

1. Finished compost material will be available later this season. In response to requests from the community, the Administration is proposing a new strategy to make compost available to residents at no charge.
2. A Dig-Your-Own compost pilot program could be implemented in the fall of 2017. This approach would significantly reduce costs and resources required to administer a sales program. A pilot program can also help gauge the level of community interest in compost for future planning purposes.
3. Bulk sales of compost materials could help generate revenue to offset the costs of operating the depots as well as reduce hauling costs for the City. Administration recommends that a bulk rate of $15 per cubic yard be approved for finished compost, mulch, topsoil and fire logs from the depot.

Strategic Goal

The initiatives described in this report support the Strategic Goal of Environmental Leadership by facilitating city-wide composting and helping to eliminate the need for a new Landfill by encouraging the reuse of materials. Using compost and mulch also contributes to the 10 year strategy to improve the quality and reduce the quantity of storm water run-off that is going into the river.

Background

On April 16, 2012, Administration reported to City Council that there was enough finished compost material to start providing material to the general public.

On June 24, 2013, City Council approved the recommendations in the Composting Program Fees 2013 and 2014 report; specifically that finished compost be made available for sale to the general public at $5 per 20 litre bag.

On May 20, 2014, City Council adopted bulk sale prices for compost and mulch as identified in the Composting Program Bulk Sales report.

Report

Requests for Finished Compost

The City Compost Depots generate a good-quality, local source of compost and mulch. The Administration receives ongoing inquiries from residents regarding how to access this material; however, there has been no program in place since the compost and mulch sale pilots in 2013 and 2014. Past sale events were limited to certain dates and were costly and time-consuming to administer. They also required significant human and financial resources that were not readily available and compost sale revenues did not cover the costs of administering the sales. In 2015 and 2016, funding pressures limited the ability to fully process all materials. Some finished materials were provided to Parks and community gardens, however, no public sales were offered in 2015 or 2016.

In the spring of 2017, the Administration released an Expression of Interest to determine whether there were any businesses or organizations who were interested in delivering a compost sale program for residents on behalf of the City. No responses were received.

Finished compost will be available later in 2017 and the Administration has been reviewing options to meet the community's requests for compost materials, while maintaining fiscal responsibility. Based on requests from residents and lessons learned from past compost sales, the Administration is proposing a new, low-cost strategy to make this material readily available to residents through a Dig-Your-Own compost program.

Dig-Your-Own Compost Pilot Program

Commencing in the fall of 2017, the Administration is proposing to offer small quantities (less than one cubic yard) of finished compost or mulch to residents who visit the West Compost Depot during regular operating hours. The total quantity available will be dependent upon the inputs this season, as well as quantities required by Parks and community gardens. The material for residents will be offered on a first-come, first serve basis.

A Dig-Your-Own compost program is anticipated to significantly reduce costs associated with staffing, labour and cash handling requirements of a public compost sale, while providing residents with the opportunity to benefit from the community compost inventory. Furthermore, a pilot compost sale program can help determine the level of interest for compost in the community and can provide data for planning or designing a permanent option for future compost sales. Compost sales can also encourage new or continued use of the compost depots, which in turn diverts more materials away from the Landfill.

This program is intended to provide residents with locally produced compost and mulch, which can help generate awareness of the benefits of compost. For residents interested

in larger quantities, as well as businesses or organizations who may be interested, the Administration is proposing a bulk sales option for materials from the compost depots.

Bulk Rates for Large Quantities of Materials

In 2014, the rates for compost and mulch were based on recovering costs of processing those materials. With compost rates at $12 per cubic yard to $50 per cubic yard (depending on load size) and mulch rates at $20 per cubic yard, the bulk sales program resulted in little interest and low sales and may have been due to the price point. The Administration proposes that a new rate of $15 per cubic yard be approved for bulk sales. Although the proposed rate would not recover full processing costs, the sale of these materials could provide a revenue source to offset the operating costs of the compost depots. Furthermore, in order to ensure there is adequate space to accept new materials at the depots, the City may incur costs to transport finished material. The materials removed by residents and bulk sales would be a cost savings for any future material hauling. The bulk rate would apply to anyone (residents, organizations or businesses) who may be interested in obtaining materials from the compost depot. Pending availability, these materials could include finished compost, mulch, topsoil, and fire logs.

Options to the Recommendation

City Council may choose to not proceed with the Dig-Your-Own Compost pilot program at this time. Alternatively, City Council may choose to establish a rate for small quantities of compost for residents. This option is not recommended as there is currently no funding or resources available to manage the cash handling and financial controls that are required to meet internal control standards.

City Council may also choose to set a different rate for bulk sales of materials from the compost depots which could be greater or less than the proposed price of $15 per cubic yard.

Communication Plan

A communications strategy for the Dig-Your-Own compost and mulch program will include a news release, news conference, social media messaging, depot signage, and updated information on the saskatoon.ca/compost website. Bulk rates for compost materials will also be posted on the website.

Financial Implications

The Compost Depot Operations fall under the Waste Services Utility. Costs associated with a Dig-Your-Own compost program are anticipated to be minimal since existing depot staff and resources will be utilized. Any revenue received from bulk sales will be used to offset the cost of operating the depots.

At this time, only a preliminary estimate has been made. The Administration estimates that the sales volume will be approximately 5,000 cubic yards of the 10,000 cubic yards in inventory, resulting in potential revenues of $75,000. Small, non-charge annual volumes could be up to 300 cubic yards or the equivalent of $4,500 in foregone

revenue. Administration will include sales volumes and additional program updates in the Integrated Waste Management Annual Report.

Environmental Implications

Using compost and mulch in yards and gardens absorbs and slows down storm water run-off which can reduce potential pollutants from entering the river. The use of compost also increases the soil's ability to hold water, which reduces the need for outdoor watering.

In addition, compost fertilizes and improves soil structure, reduces soil compaction, and boosts the number of good microbes in the soil. Mulch keeps soil temperatures more consistent, reduces weed growth, attracts beneficial insects, and protects plants over the winter.

The use of compost and mulch directly supports the goals of the City of Saskatoon's Healthy Yards program, which provides education and training on composting, outdoor water conservation, storm water management, growing food, boulevard gardening, pesticide reduction, and other healthy yard practices.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

An update on the compost sale strategy will be provided in the 2017 Integrated Waste Management Annual Report.

Public Notice

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

Report Approval

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Approved by:	Jeff Jorgenson, Acting General Manager, Corporate Performance Department

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STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Organic Opportunities

Recommendation of the Committee
That Administration continue research and program development on an organics program for the Residential, Industrial, Commercial, and Institutional sectors.

History
At the August 15, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated August 15, 2017 was considered.

Attachment
August 15, 2017 Report of the A/ General Manager, Corporate Performance.

Organics Opportunities

Recommendation
That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

That Administration continue research and program development on an organics program for the Residential, Industrial, Commercial, and Institutional sectors.

Topic and Purpose

The purpose of this report is to highlight the opportunities to increase diversion of organics from landfilling. If City Council is interested in proceeding with expanded organics programs or policy, this report highlights where additional research would be required and provides an opportunity for City Council to identify where the scope of this research should be adjusted.

Report Highlights

1. 32% of Saskatoon's total landfilled waste is organics (food and yard waste); this includes 36,600 tonnes from residential sources and 41,700 tonnes from Industrial, Institutional, or Commercial Sources.
2. 58% of material collected in black carts at the curbside in Saskatoon is organic, presenting an excellent diversion opportunity.
3. Organics programs exist in most cities across Canada. Saskatoon is one of only two cities with no city-wide Curbside Collection Program for yard waste and one of only five without a Food Waste Collection Program (out of 30 Canadian cities with populations greater than 150,000).
4. To achieve 70% diversion of waste in Saskatoon by 2023, substantive policy and program changes are needed in order to divert the majority of organic materials from being landfilled. There are a number of considerations affecting program design; including options for collection and processing, role of disposal bans, whether to implement a pilot, and impact on home composting.
5. The current programs provide options for organics diversion and the Green Cart Program has grown with subscribers now constituting 11% of single-family households. However, this program as currently designed is unlikely to divert more than 5,000 tonnes annually over the next 10 years.
6. According to the Waste and Recycling survey completed by Insightrix in July 2017, 79% of residents somewhat or strongly support city-wide food and yard waste collection for all households.

Strategic Goals

This report supports the Strategic Goal of Environmental Leadership including the four-year priority to promote and facilitate city-wide composting and recycling. It also supports the long-term strategies to eliminate the need for a new landfill and to reduce greenhouse gas (GHG) emissions tied to City operations. In addition, it supports the Waste Diversion Performance Target to divert 70% of waste by 2023.

Background

On May 23, 2017, City Council received a report outlining Waste Diversion Opportunities. Organics represents a significant portion of the waste stream and was outlined as one of the first steps toward meeting Waste Diversion Performance Targets.

Report

Why Expand Organics Programs and Policy

Diversion of organics was identified within the Waste Diversion Opportunities report. Organic material not only fills up the landfill, it produces methane when it decomposes, which is a potent greenhouse gas. In 2016, 2cg completed a characterization of the waste stream in Saskatoon. The study found that organics (leaves, grass, and food waste) represent 32% (over 78,000 tonnes) of landfilled waste in Saskatoon, the single biggest opportunity for diversion.

The table below identifies the amount of organic waste generated from residential and Industrial, Commercial, and Institutional (ICI) sources.

Single-family Residential	Multi-unit Residential	Self-haul	Industrial, Commercial, Institutional	Total
29,900	3,700	3,000	41,700	78,400

Table 1: Tonnes of Organic Waste by Sector sent to Landfills in Saskatoon

Developing new organics programs and policy in Saskatoon aligns with the values for waste management adopted by City Council earlier this year. This alignment is outlined in Attachment 1.

Starting With a Curbside Organics Collection Program

While a larger volume of organic waste is generated by ICI sources, Administration recommends that organics programming focus first on the curbside residential sector for the following reasons:

- 58% of material collected in black carts at the curbside in Saskatoon is organic, presenting an excellent diversion opportunity.
- Residential waste management is considered an essential service that the City delivers: this is not the case for the ICI sector.
- Waste diversion can cost less than garbage disposal (as well as deliver other public image benefits) and therefore the majority of businesses in Saskatoon already recycle without any specific legal requirements or City-run programs in place. It is likely the ICI sector would also implement organics if appropriate facilities were in place.

It is possible that multi-unit residential collections could be implemented along with a curbside program (similar to recycling and garbage) or that collections could be encouraged through a bylaw.

The implications of establishing multi-unit residential and ICI collections and/or bylaws will be addressed in a report that the Administration is preparing for Committee on ICI Waste Management Opportunities. This report will be presented in October.

Organics Programs in other Cities

Most cities across Canada have programs and policies that require residents and/or businesses to divert organics. Attachment 2 shows all Canadian cities having populations greater than 150,000 along with the type of organics programs offered in each. Saskatoon and Regina are the only cities not currently offering city-wide curbside collection of yard waste; London, Winnipeg, and Quebec City do not have curbside food waste collection. Saskatoon is the only city with a subscription program for organics.

Organics Disposal Bans

Organics disposal bans are a policy tool that may be used to increase diversion and have been implemented in a number of centres across Canada. Bans can apply to residents and/or businesses and are designed to encourage increased use of existing programs (offered either by the private or public sectors). Bans have been found to be most effective when used to encourage businesses to use organics facilities that already exist within a community.

Additional information about this policy tool is provided in Attachment 3.

Limitations of Current Programs

The current subscription-based Green Cart Program is limited in its ability to achieve meaningful organics diversion from the residential sector compared to a city-wide program for the following reasons:

- It is voluntary. With 11% of single family households currently subscribing, 2,100 tonnes were diverted through this program in 2016.
- The current operational model is under-funded.
- It is inefficient compared to a city-wide program.

The current Highway 7 composting facility can only accept a limited amount of food waste as it generates increased leachate and odours.

Processing and Collections Considerations

There are numerous options for collections and processing of organics in Saskatoon. Attachment 4 provides a high level overview of research completed to date. If City Council is interested in proceeding with expanded organics programs or policy, additional research on implications, costs, and benefits would be required.

Potential Pilot Program

Many municipalities proceed with a pilot in advance of implementing a city-wide Curbside Organics Program. For instance, Calgary, Red Deer, and the Region of Waterloo are three recent programs that conducted pilots in advance of a city-wide program. Attachment 5 provides a discussion of the considerations for a pilot project in Saskatoon.

Home Composting

According to preliminary results from the Waste and Recycling Survey completed by Insightrix in July 2017, 21% of people say they compost their yard waste and 24% say they compost their food waste at home.

Backyard composting is a cost-effective method of reducing waste. Most communities promote home composting, while also providing curbside services to achieve efficient and larger-scale waste diversion. Saskatoon provides home composting support for residents which includes $20 rebates for compost bins as well as the Compost Coach training and education program which includes workshops, education at trade shows and events, home visits, a compost hotline, online information, videos, and marketing to promote composting. In the event City Council chose to proceed with planning for a city-wide collection program, a review of the impact on home composters and education programs would be required.

Public and/or Stakeholder Involvement

Organics is one component of a larger plan for achieving the Performance Target to divert 70% by 2023. Many of the topics within the Waste Diversion Plan being developed to achieve this objective will require community conversations and engagement. As a result, the Administration is developing a Waste Diversion Engagement Strategy and Framework to guide implementation and to ensure interactions with the community are meaningful, consistent, relevant, and effective. A report outlining details of the proposed Strategy and Framework (including organics) will be presented to the Standing Policy Committee on Environment, Utilities and Corporate Services in September.

The City periodically measures attitudes and awareness related to waste and recycling as part of its contractual obligations to the contracted recycling service providers. According to preliminary results from the Waste and Recycling survey completed by Insightrix in July 2017, 79% of residents somewhat or strongly support a city-wide food and yard waste collection for all households.

Communication Plan

A detailed communications plan would be developed to help the community learn about the options and benefits of a potential organics program. Building on existing communications materials from the subscription Green Cart and Home Composting programs, tactics could include developing a web page; social media content and outreach; videos and other advertising opportunities.

In the meantime, Administration is implementing a Waste Diversion Communications Campaign that includes social and traditional media campaigns and a waste challenge to provide the community with information on the importance of waste diversion in Saskatoon. This Waste Diversion Communications campaign will coincide with and support the Waste Diversion Engagement Strategy and Framework. Information about the campaign will also be presented to Committee in September.

Financial Implications
A few of the financial implications have been presented throughout this report. Complete and specific financial implications will be further explored if City Council directs Administration to continue research and program development.

Administration also notes that decisions related to organics opportunities will have an impact on waste utility rate setting should City Council choose to proceed with expanding the Waste Services Utility.

Environmental Implications
Diverting organic waste from the landfill offers several environmental benefits in terms of land, air, and water quality. Through the use of compost as a soil amendment in gardens or landscapes, nutrients that would normally be locked up in a landfill are recycled into the ecosystem where they are available to plants. Compost added to soils also improves moisture retention properties so rainfall run-off is reduced.

Organic material that is buried in a landfill environment will produce methane which is often released into the atmosphere. Methane is a significant contributor to climate change as it is 25 times more potent than carbon dioxide as a greenhouse gas. Diverting 78,000 tonnes of food and yard waste from landfills is estimated to reduce between 85,000 and 120,600 tonnes of carbon dioxide equivalents (the equivalent of removing between 16,000 and 23,000 vehicles from our roadways each year).

Other Considerations/Implications
There are no policy, privacy, or CPTED implications or considerations at this time.

Due Date for Follow-up and/or Project Completion
If directed by City Council to continue research and program development, a follow up report will be completed in the spring of 2018.

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

Attachments
1. Alignment with Organics Opportunities with City Values
2. Organics Programs in other Cities
3. Disposal Ban on Organics
4. Collections and Processing Considerations
5. Green Cart Pilot

Report Approval
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CP - EUCS AW - Admin Report - Organics Opportunities

Alignment of Organics Opportunities with City Values

Environment

- An Organics Program constitutes a critical step in approaching our Waste Diversion targets and extending the life of the landfill. Given current assumptions, Administration estimates that this could extend the life by at least 8 years.
- Finished compost can improve soil quality, reduce runoff, and conserve water when used in residential, commercial, and City landscaping applications.
- Decreased organics in the landfill results in reduction in methane production (climate change implications) and other environmental benefits.
- There is potential to produce environmentally-preferred (green) energy when anaerobic digestion technology is used to process organic material.

Social

- There are cost implications associated with a new waste program affecting the affordability of civic services and potentially impacting lower-income residents' ability to pay. However, efficiencies from moving to a city-wide program from a subscription program may make it more accessible to all demographics (especially as compared to the true cost of the current subscription program).
- Curbside collection increases convenience compared to self-hauling to a depot (it is reasonable to expect 80-90% participation in a collection program vs 10-15% utilization of depots). Composting at home remains a viable option for those choosing to do so.
    - Composting at home should still be encouraged as a preferred practise.
    - Program design can consider preferences for number and size of cart(s) based on the size of the household and home composting interests.
- Facilities must meet Ministry of Environment standards for regulatory and environmental compliance.
- An Organics Program has a positive public image as demonstrated by preliminary results from a recent random-sample survey showing that 79% of residents somewhat or strongly support a city-wide organics collection program; 8% have no opinion; 13% oppose or strongly oppose; additionally Saskatoon is currently lagging behind other centres in this area, being one of only two cities (the other being Regina) that have no city-wide collections program for yard waste.

Financial

- An Organics Program is essential if considering the life cycle cost of the landfill as it is a critical component to deferring or eliminating the need for a new landfill, instead of passing on this environmental and financial burden to future

generations (Generational Rate Equity); as noted above, landfill life is estimated to be extended by at least 8 years with organics diversion.

- An Organics Program reduces the environmental and financial burden we pass on to future generations and contributes to positives steps in climate change mitigation. Diverting 78,000 tonnes of food and yard waste from landfills is estimated to reduce between 85,000[1] and 120,600[2] tonnes of carbon dioxide equivalents (over $850,000 in savings if a $10/tonne price on carbon is instituted, please note that this would not all be diverted from the Saskatoon Landfill, so these savings would be shared).
- An Organics Program will have significant up-front costs and resource plans will need to be developed.
- Capital and replacement costs of assets such as carts, trucks and other equipment, and a facility need to be considered and weighed against other alternatives such as partnerships with commercial industry when making decisions.

[1] Source: Waste GHG Calculator (Environment Canada); Note that the results of calculations from this calculator are not intended for quantifying emission reductions, they serve only as a common basis for comparison.
[2] School Canyon Model used for the City of Saskatoon GHG inventory.

Organics Programs in other Cities

CITY (by population)	Population[1]	Curbside Food	Curbside Yard	Multi-Unit Food
Toronto, ON	2,731,571	✓	✓	✓
Vancouver, BC	2,264,823	✓	✓	✓
Montreal, QC	1,942,044	✓	✓	×
Calgary, AB	1,236,656	✓	✓	✓
Ottawa, ON	934,243	✓	✓	✓
Edmonton, AB	932,546	✓	✓	✓
Mississauga, ON	721,599	✓	✓	Pilot
Winnipeg, MB	705,244	×	✓	×
Brampton, ON	593,638	✓	✓	Pilot
Hamilton, ON	536,917	✓	✓	✓
Quebec City, QC	531,902	×	✓	✓
Surrey, BC	525,220	✓	✓	✓
Laval, QC	422,993	✓	✓	Subscription
London, ON	383,822	×	✓	×
Markham, ON	328,966	✓	✓	✓
Halifax, NS	316,701	✓	✓	✓
Vaughan, ON	306,233	✓	✓	×
Gatineau, QC	276,245	✓	✓	✓
Saskatoon, SK	246,376	Subscription	Subscription	×
Longueuil, QC	239,700	✓	✓	×
Kitchener, ON	233,222	✓	✓	✓
Burnaby, BC	232,755	✓	✓	✓
Windsor, ON	217,188	×	✓	×
Regina, SK	214,631	×	×	×
Richmond, BC	198,309	✓	✓	✓
Richmond Hill, ON	195,022	✓	✓	✓
Oakville, ON	193,832	✓	✓	✓
Burlington, ON	183,314	✓	✓	✓
Greater Sudbury, ON	161,531	✓	✓	Subscription
Sherbrooke, QC	139,565	✓	✓	Subscription

[1] Source: Stats Canada 2016

Disposal Ban on Organics

There are two types of disposal bans that can be used by municipalities to prevent identified material from ending up at the landfill – landfill bans and prohibitive (city-wide) bans. Landfill bans are defined as a range of measures to prevent or restrict the disposal of waste to landfills. A prohibitive ban aims to restrict material from entering the community to begin with.

Disposal bans are often implemented at the provincial or regional level. Bans implemented at the municipal level are challenging to enforce as there is a high potential for the material to be taken to other regional landfills not under the direct control of the City.

Successful disposal bans for organics are in place in Metro Vancouver and Nova Scotia. Ontario and Quebec are also planning organic bans in the near future.

At the municipal level, the City of Calgary plans to ban food and yard waste from City landfills by 2019 in conjunction with its new city-wide Green Cart Program; this plan has required a high level of collaboration between the City and the private waste management industry who also offer landfill services in the region.

There are administrative, enforcement, and communications implications to be considered when designing a disposal ban.

Bans are not typically implemented as a first step in diversion of any material, including organics. Administration reported on best practice approaches to landfill bans in a May 25, 2015 report to City Council entitled Implications of Landfill Bans. As identified in this report, convenient options for diverting the banned materials should be well-established in a community to enable citizens to comply with the ban.

To institute a ban, municipalities may employ the following strategy:

1. Develop Organics Processing Capacity – Processing food, yard and other organic waste material at a large scale requires a processing facility that incorporates technology appropriate to the volume of material available in the community.
2. Develop City-Wide Organics Collection Program(s) – As illustrated in Attachment 2, most large Canadian cities offer convenient curbside collection services for the diversion of food and/or yard waste to an organics processing facility. Collection services for other sectors of the community are often offered by the private sector. NOTE: Multi-unit residential properties may be considered along with curbside residential properties or may be exempted and considered with the Industrial-Commercial-Institutional (ICI) sector.
3. Require Businesses to Divert Organics – Adopt a bylaw (disposal ban) requiring the ICI sector (including hospitals, schools, offices, shopping centres, restaurants, hotels, manufacturers, warehouses and other businesses) to divert

their organic waste to a processing facility. Some businesses may also apply for permission to digest or manage their organics on-site.

4. Introduce Fees, Fines, or Outright Prohibition of Loads Delivered to Landfill Containing Organics – Some municipalities use load inspections at the landfill as a way to enforce organics diversion within the community. NOTE: The new scale constructed at Recovery Park will enable load inspections in the future.
5. Curbside Confirmation of Diversion – Some municipalities conduct curbside inspections prior to collecting residential garbage. Incidents where residents have placed organics in the garbage rather than the composting stream trigger some type of enforcement action ranging from an education notice, to non-collection, to fines. NOTE: Current recycling education campaigns in Saskatoon include inspection blitzes by Loraas to provide feedback to residents about use of recycling carts.

Collections and Processing Considerations

The purpose of this Attachment is to briefly summarize the areas of research Administration has commissioned or performed to date regarding options for waste diversion technologies, specifically related to organics.

Background

In 2014 Administration commissioned CH2MHill to prepare technical memorandums on a variety of waste diversion and clean energy options. The five memorandums (titled Organics Waste Collection Program Options and Considerations, Composting Technology Summary, Anaerobic Digestion Technology Summary, Summary of Beneficial Reuse Options for Organic Wastes, and Municipal Solid Waste Thermal Treatment Technology Summary) each present a range of options, practical considerations and "lessons learned" from existing sites. The purpose of the research was not to chart a path to maximize waste diversion or greenhouse gas emission reductions but rather to present the spectrum of options and considerations associated with each.

In 2015 Administration partnered with the Saskatchewan Indian Institute of Technology (SIIT) on a study where CH2MHill advised on technical options and considerations and operating and capital costs for organics processing at the Recovery Park site.

In 2016 Administration hired KPMG to study the business case for Recovery Park, which included a review of recently developed organics processing sites, with a focus on the potential for private sector partnership/ownership. The report concluded that anaerobic digestion could be a profitable option for organics processing, pending achievement of certain conditions such as confidence in the availability of sufficient feedstock. In addition, private sector interest in processing organics was identified (full results are available in the November 14, 2016 Recovery Park Report to Standing Policy Committee on Environment, Utilities, and Corporate Services).

In 2016 Administration hired Dillon Consulting to provide a waste characterization and Draft Waste Diversion Plan. The Draft Waste Diversion Plan summarized current technology trends for organics waste diversion.

In 2017 Administration attended the Solid Waste Association of North America (SWANA) conference. One of the presentations was on the Opti-Bag™ technology being utilized in Europe. Administration has briefly self-researched this technology following the conference.

Organic Waste Collection

There are a variety of methods to collect organic waste:

1. Direct Self Haul (organic waste producer hauls their waste to a facility); or
2. City or Contracted Collection (e.g. curbside collection from residences):

    a. Curbside bag collection (manual vs. automated truck collection); or
    b. Curbside cart collection (automated truck collection).

Materials can either be front-end (source) or back end (processor) separated. The implications on collections are:

1. Source Separated Options
    a. Separate carts for each material (e.g. four separate carts: garbage, recycling, organic yard waste, and organic food waste); and
    b. Separate bags for each material.
2. Co-Mingled Options
    a. Green bin that co-mingles yard and food waste; and
    b. Co-mingle organics and waste.

Generally speaking, the more costs that are transferred to the back end (to the processor), the higher the cost will be to the municipality or the customers of a utility, but the convenience and waste diversion will also be the highest if processing is in place. A balanced approach is expected to be the most preferred option. The research suggests utilizing drop off locations (e.g. Recovery Park) combined with curbside collection as being the most appropriate solution for Saskatoon. Certainty in feedstock quality and volume is critical in order to justify the business case for processing equipment/systems.

It is not uncommon for participation rates for curbside collection of organic waste to be 80-90%, compared to 10-25% for drop off depots. However, curbside collection of 100% of yard waste is problematic due to the high volumes that occur during short periods of time (spring and fall). Large fully loaded carts filled with dense wet organic material can also be very challenging for residents to safely maneuver. Designing a curbside program to fully accommodate seasonal spikes is problematic and it is preferable to provide a depot as an available option. There should be an economic and convenience incentive to self-haul to depots when loads are large in order to achieve a stable and efficient curbside collection program.

The use of automation should generally be expected to reduce collection staff injuries and absenteeism and be more efficient than manual collection. Automated collection, however, is less flexible than manual collection and requires diligent management to maintain efficiencies.

Cost for residential curbside collection programs were stated by CH2MHill in 2014 to range from $4-$8 per household per month, but costs will vary depending on local conditions and factors such as collection frequency, number of households in the program, distance to the processing facility, sharing of resources (e.g. using the same trucks for garbage and organics), etc.

Regarding options for carts vs. bags, the new Opti-Bag™ technology being utilized in Europe is a paradigm shift in the collection industry. Rather than have a separate cart for each material with automated collection, or a separate bag for each material with manual collection, separate bags are used for each material

but the bags are co-mingled in a single cart. As an alternative to this automated technology, bags could also be separated manually. When bags are delivered to a processor they are then separated based on bag colour. Companies other than Opti-Bag™ are also able to provide equipment that can sort out bags of different colours, including one supplier of equipment to an existing materials recovery facility in Saskatoon.



Source Separation into Multiple Coloured Bags, Opti-Bag Website



Delivering Multiple Coloured Bags at Sorting Facility, Opti-Bag Website

There are seven cart and bag combinations as follows:

- Two cart system where:
  - Black cart allows black garbage bags, green yard waste bags, and yellow food waste bags; and
  - Blue cart for recycling.
- Two cart system where:
  - Black cart allows garbage; and
  - Blue cart allows co-mingling or bag separation of recycling, yard waste, and food waste.
- Two cart system where:
  - Black cart that allows black garbage bags and green bags that have co-mingled yard and food waste; and
  - Blue cart for recycling.
- Two cart system where:

    - Black cart that co-mingles garbage and organics and a processing facility separates the materials; and
    - Blue cart for recycling.
- Three cart system where:
    - Black cart allows garbage;
    - Green cart allows green yard waste bags and yellow food waste bags; and
    - Blue cart for recycling.
- Three cart system where:
    - Black cart allows garbage;
    - Green cart allows co-mingling of yard and food waste; and
    - Blue cart for recycling.
- Four cart system where:
    - Black cart for garbage;
    - Green cart for yard waste;
    - Brown cart for food waste; and
    - Blue cart for recycling.

The above options show that through investment in automated separation based on bag type, automated debagging technology, and education on the use of bags, significant source separation can be achieved without requiring a cart for each material. However, in the case of the two-cart system where garbage and organics are co-mingled in the same bin, it would not be possible to bill customers based on the type of material. If there is a desire to operate a utility where customers pay a different rate for garbage compared to organics a third bin is required[1].

The choice of collection method is therefore intimately tied to model of the utility/service and desired processing approach.

Organics Processing Options

In Canada there is generally four main approaches to processing diverted organic material into a useful product:

1. Composting – Passively aerated and turned (windrow)
2. Composting – Aerated (air is mechanically forced through the compost)
3. Anaerobic Digestion (generates electricity and waste heat)
4. Thermal Systems (waste to energy)

Of the above four options the majority of municipalities have opted to utilize composting as the preferred method to process organics. However, the use of anaerobic digestion is increasing, but can only be economically viable when there is confidence that the significant capital investment can be repaid in a reasonable amount of time based on guaranteed feedstock volumes and

[1] It should also be noted that if the price differential is significant between materials (e.g. organics vs. garbage) this creates an incentive to "hide" garbage in the organics stream, resulting in increased contamination and processing costs.

negotiation of a long term and economically favourable power purchase agreement.

Composting – Passively Aerated, With Option to add Turner

Static pile composting (no aeration and limited or no turning) is generally the lowest cost option for composting. Prior to the purchase of a compost turner this was the approach utilized at the City's compost depots. This approach requires the largest land footprint and without adequate land can run into issues with processing materials fast enough to limit build-up of materials on site (decomposition takes 2-3 years). It is limited in its ability to process food waste due to the need to achieve optimum carbon to nitrogen ratios needed for composting.

Windrow composting is the most common method of composting. In this method a mechanical turner is used to mechanically aerate and break up long rows of decomposing compost. This is the method currently being utilized at the City's compost depot. Aeration is still largely a passive process but the mechanical turning of the material creates the porosity necessary to enable passive aeration. Composting usually takes 12-26 weeks depending on feedstock, weather, frequency of turning, and other factors. Through the use of specialized equipment composting time can be brought down to as low as 6 weeks.

Composting – Aerated Static Pile

In this approach the compost is mechanically aerated using a fan. They require less land space, less use of mechanical agitation, and provides significantly greater odor control than passively aerated processes. The composting process typically takes 6-10 weeks. The City of Winnipeg recently completed construction of an aerated static pile system. Facilities can be constructed outdoors or indoors and can include technologies such as a Gore-Tex™ wrap to control moisture levels, inhibit vectors, and provided further odor control. Compost turners and other mechanical systems can be utilized in combination with an aerated system. A variety of enclosures, such as containerized and tunnel systems, are also possible.

Anaerobic Digestion

Anaerobic digestion (AD) is the process of breaking down organic materials in the absence of oxygen. The process stabilizes the materials, reduces their volume, and produces "bio-gas" which is primarily made up of methane and carbon dioxide. This gas can be refined in order to be used in boilers, electric generators, vehicles, etc. Management of the feedstock is necessary to optimize the AD process. AD systems are generally defined based on the water content of the feedstock and therefore decisions around the volume and makeup of materials collected from a composting program dictate the AD technology needed to efficiently process this feedstock. A secondary treatment system is also required to manage the waste output from the process (digestate). Typically the secondary process is composting or conversion to fertilizer. Digestion time can range from 2-7 weeks depending on the technology utilized, followed by the time for the digestate to compost.

Thermal Systems

There is a wide range of potential thermal systems for processing waste, colloquially they are lumped together and called “waste to energy” or “energy from waste”. Thermal systems convert waste to a fuel that is a source of energy. They work best with a feedstock that is high carbon and high heat value, which implies a low percentage of organic materials (primarily food waste). Thermal systems are therefore not typically considered for processing of source separate organics. Anaerobic digestion is typically considered to be the preferred method to convert organic feedstock to useful energy. However, depending on the feedstock, certain feedstock, such as wood that is potentially contaminated with Dutch Elm Disease, may be appropriate for a thermal system. There are also options for thermal systems associated with processing bio-solid waste.

Green Cart Pilot

There is much to be learned through the experiences of other cities as well as from Saskatoon's own subscription Green Cart Program. Even if City Council chose to implement an organics pilot in Saskatoon, additional research, analysis and review of program options would be required before embarking on a city-wide organics program.

The following are some of the benefits of a pilot:

- Build confidence in a business plan, program options, and feasibility
- Testing for operating assumptions such as route capacity (number of carts collected per truck per day) that differ considerably from a subscription program where carts are collected over a wide-area (instead of door-to-door)
- Testing attitudes and behaviours: the subscription program selects for residents that are willing to pay for a program, meaning that they are likely more motivated than those that have it forced up on them. A pilot would be designed to test a wide variety of demographics.
- Testing different cart options and technologies, as presented in Attachment 4, there are numerous options for collection; a pilot would help identify how the community responds to these options
- A pilot, or phased approach, could help build support for the program as it would allow time for residents to get used to the idea if coupled with a communications program

Other considerations associated with a pilot include:

- A pilot is time consuming and could delay the implementation of a city-wide program. Although, given existing or planned private facilities in the region, a pilot program could likely be implemented while planning and construction for a city-wide program is ongoing (expected to take at least 3 years).
- Pilots are expensive, and best practise is to not charge fees for these services. A 2-year Curbside Green Cart pilot for food and yard waste would cost between $1-$2 million depending on the number of neighbourhoods (between 2 and 4) and the level of service (weekly year round, or weekly in summer and biweekly in winter).
- Funding opportunities may be available, for instance Federation of Canadian Municipalities (FCM) offers funding of up to $350,000 (matching funds) for pilot projects that improve waste diversion through the Green Municipal Fund.

STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Storm Water Utility Business Plan

Recommendation of the Committee

1. That the Storm Water Utility focus resources on maintenance and preservation of existing storm water assets;
2. That $3 million be maintained in the Storm Water Utility's capital reserve to protect strategic public infrastructure from damage caused by riverbank slumping and other emergency storm water repairs;
3. That the Equivalent Runoff Unit used for Storm Water Management charges be increased by $13.50 annually from 2019 to 2022, and utilized for projects to maintain and preserve storm water infrastructure;
4. That the temporary Flood Protection Program be extended and phased out by $13.50 annually from 2019 to 2022;
5. That the Administration report prior to 2018 budget consideration on the impact of increase to the ERU to generate funds for flood mitigation;
6. That the City identify this situation as a further request for Federal Funding;
7. That the Administration report on a funding and infrastructure strategy to systematically deal with the top risk priority areas.
8. That the Administration report back outlining possible incentives to residential and/or commercial/industrial property owners to promote demonstrated onsite storm water management not only for new development/infill development, but for retrofit with possible emphasis on established and flood-prone areas.

History

At the August 15, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated August 15, 2017 was considered.

Your Committee also received presentations from the following residents regarding flooding:

- Ms. Laurie Bourgeois
- Ms. Jennifer Kerr
- Mr. Ross Miller

STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

- Ms. Laura Swerhone
- Ms. Andrea Ziegler and Mr. Nathan Ziegler

Attachment
August 15, 2017 Report of the A/ General Manager, Transportation & Utilities.

Storm Water Utility Business Plan

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the Storm Water Utility focus resources on maintenance and preservation of existing storm water assets;
2. That $3 million be maintained in the Storm Water Utility's capital reserve to protect strategic public infrastructure from damage caused by riverbank slumping and other emergency storm water repairs;
3. That the Equivalent Runoff Unit used for Storm Water Management charges be increased by $13.50 annually from 2019 to 2022, and utilized for projects to maintain and preserve storm water infrastructure; and
4. That the temporary Flood Protection Program be extended and phased out by $13.50 annually from 2019 to 2022.

Topic and Purpose

The purpose of this report is to present the Storm Water Utility Business Plan and funding priorities for approval.

Report Highlights

1. Inspections of existing infrastructure in 2016 identified significant maintenance, preservation, and drainage challenges for the Storm Water Utility's $6.2 million annual budget that will require investments to prevent higher future costs.
2. The estimated $18.9 million cost to expand storm water infrastructure capacity in three modelled flood risk areas would enhance quality of life for citizens in these areas, but is high relative to the estimated value of flood damage.
3. Riverbank slope failures triggered by high groundwater levels are unpredictable and require a funding source that allows for timely remediation to protect strategic public infrastructure.
4. Extending and phasing out the Flood Protection Plan (FPP) by January 2022, while increasing the Storm Water Utility charge by a similar amount, will maintain charges paid by residential customers, simplify the Utility Bill, and enhance the user-pay principle.

Strategic Goals

This report supports the Strategic Goal of Asset and Financial Sustainability as it aims to use resources efficiently through maintaining and preserving storm water assets at the lowest life cycle cost. The report proposes an increase to the storm water management charge to provide sustainable funding for the utility.

This report supports the Strategic Goal of Continuous Improvement through several actions that will improve storm water management and reduce the risk of property flooding.

This report supports the Strategic Goal of Quality of Life through actions to increase safety and contribute to public recreation through riverbank slope management and appropriate use of storm water ponds.

This report also supports the Strategic Goal of Environmental Leadership through actions to protect the water quality of the watershed from pollutants entering through the storm water infrastructure.

Background

Flooding occurs in areas throughout Saskatoon during intense storm events, and is influenced by a combination of many factors such as amount of rainfall, intensity, duration, soil saturation due to previous rainfall or snowmelt, topography, area of the drainage basin, vegetation, hard-surface, storm water infrastructure, etc. In 2014, 30 known flood sites were modelled and prioritized for flood risk based on set criteria (i.e. risk of water reaching within three meters of buildings, number of properties impacted, and roadway classification). Various remediation options to reduce flood risk were assessed for three modelled areas:

1. Ruth Street/Cairns Avenue
2. First Street/Dufferin Avenue
3. Cascade Street/Dufferin Avenue

The cost of the preferred option is estimated to be $18.9 million (2017 dollars).

At its meeting held on April 25, 2016, during consideration of the Surface Flooding Control Strategy for the Storm Water Utility report, City Council resolved:

> "1. That the Administration develop a comprehensive Storm Water Utility Business Plan, including a longer-term capital and funding plan for storm water infrastructure, that considers the factors outlined in the report of the General Manager, Transportation & Utilities Department dated April 11, 2016;
> 2. That the Administration explore:
> a) alternative funding sources for Riverbank stabilization
> b) the possibility of redirecting the temporary flood protection levy and report back about both items;
> 3. That the Administration concurrently meet with affected residents to provide an update and further discuss the options in the report of the General Manager, Transportation & Utilities Department, dated April 11, 2016, as well as possible interim/short-term solutions; and
> 4. That the City consider offering the same solution for the affected property owners experiencing flooding in top 3 priority areas as we are currently offering for St. Mary's Church."

Report

Business Plan

The Storm Water Business Plan (Attachment 1) identifies priorities and strategies for storm water management. Highlights include the following:

- Assessing the current condition of storm water assets, and developing a plan for maintaining and preserving existing storm water infrastructure to prevent higher future costs.
- Addressing unique ongoing drainage challenges throughout the Montgomery neighbourhood.
- Reducing risks and issues caused by sump pumps and cross connections with the sanitary sewer system.
- Updating and enforcing drainage bylaws.
- Incorporating the impacts of climate change, higher densities, and increased hard surface ratios in new storm water design standards.
- Monitoring groundwater and riverbank slope stability and developing a Slope Stability Management Framework.
- Implementing a communication plan to increase awareness of measures for increasing flood resiliency.

Storm Water Infrastructure Expansion

The following highlights financial costs of flood damage and expected costs to expand the storm water infrastructure to reduce, but not eliminate, flood risk in the three modelled areas that have experienced flooding during intense storms:

- Between 2005 and 2016, an estimated 256 claims, valued at $1.4 million (annual average of $140,000), for surface flooding in Saskatoon were paid by the Provincial Disaster Assistance Program (PDAP).
- Detailed data from 2010 to 2016 indicates 208 properties in 175 postal code areas throughout Saskatoon had claims valued at approximately $1.2 million for surface flooding, with 95% of those claims being made in 2010. (All numbers inflated to 2017 dollars at 2.5% annual inflation.) Seven of the 208 claims were from the three modelled risk areas noted above (3.4% of surface flood claims).
- Total surface flood damage in the three modelled risk areas over the last ten years is estimated to be $64,000 (average of $6,400 per year).
- The estimated cost to reduce the risk of flooding for 130 properties in the three modelled areas is $18.9 million for a “1-in-10 year” flood event ($145,000 per property protected). Low areas in these neighbourhoods could still experience overland flooding during larger storm events.
- Of the three modelled areas, First Street/Dufferin Avenue is the most favourable for network capacity expansion because it has the following:
    - The most surface flood damage claims (five claims valued at $41,000 in total)
    - The lowest expected capital cost ($3.8 million) because a nearby park could potentially be converted to incorporate a dry pond.
    - A below average cost per property protected of $106,000, based on 36 modelled properties protected from water reaching within three metres of houses during a “1-in-10 year” storm event. (A “1-in-10 year” storm has a 10% chance of occurring in any given year.)

Riverbank Stabilization

Since 2012, the Storm Water Utility has funded an average of $1.2 million annually for riverbank stabilization, including rehabilitating Saskatchewan Crescent and the Meewasin Trail, and monitoring the 11th Street slope. Riverbank slumping is unpredictable and can occur quickly. Remediation costs for the infrastructure at 16th Street and 17th Street was approximately $3 million per site. The report recommends that a reserve of $3 million be maintained to fund emergency repairs of strategic public infrastructure impacted by high groundwater and storm water.

Proposed Funding Strategy

The report recommends that the temporary FPP monthly levy be extended and phased out over four years, with a corresponding increase to the ERU phased in. In response to intense floods in 2005 that caused sewer back-ups, the FPP was established to fund programs to prevent similar future flooding (e.g. electronic flow monitors, backflow valves, and supertanks in at-risk neighbourhoods). The FPP is currently applied at $4.50 per month to all water meters, with commercial and residential customers paying the same rate. The FPP is scheduled to end December 31, 2018.

The ERU is a unit of measure used by many municipalities for storm water management charges. A single family residential dwelling is deemed to produce one ERU of storm water, which is currently charged at $4.40 monthly ($52.80 annually). Commercial properties pay a minimum of two ERUs, with a phase-in up to a maximum of 100 ERUs ($5,280 annually), depending on their size and surface imperviousness, by 2018.

Advantages to the proposed approach include the following:

- Total residential Utility Bills for storm water and flood protection remain the same from 2012 to 2022 at $107 annually.
- Residential charges for storm water drainage will continue to be significantly lower than in Regina, Calgary, and Edmonton. Regina's minimum annual 2017 storm drainage charge for a single residential property is $190.
- Utility Bills will be simplified by January 2022 when the FPP is eliminated.
- The user-pay principle for drainage is enhanced as large commercial properties that contribute more runoff pay for a more proportionate share. The share paid by single residential properties for storm water and flood protection will decrease from 66% to 54%.
- The increase for all commercial properties will be phased in over four years to avoid significant increases in a single year. The maximum increase per year will be 26%.
- An expected FPP deficit of $300,000 will be covered and additional funding will be generated to fund projects like superpipes that reduce the risk of sewer back-ups during extreme storm events, or contribute to the backlog in storm water asset maintenance and preservation. Including estimated growth of 1.5% annually, the Storm Water Utility's budget will increase from $6.4 million in 2018 to $13.7 million in 2022. Comparatively, Regina's storm drainage budget was over $14 million in 2015 with no expenses for riverbank stabilization.

Flood Resiliency

Citizens have emphasized the need for clarity about the City's planned investments in capacity expansion so they can make decisions. The Administration met with His Worship the Mayor and citizens on April 27, 2016, to discuss the flood risk at First Street/Dufferin Avenue. Previous meetings with citizens in flood risk areas provided options for residents to reduce flood damage on their property. The Administration also met with St. Mary's Church representatives regarding measures they could take to enhance drainage.

A potential cost-shared funding program for citizens to improve their properties (e.g. measures such as installing window wells, new doors and windows with improved seals, flood fences, re-grading, etc.) was assessed. A review of other Canadian municipalities identified no programs for cost sharing private property improvements to reduce surface flood risk. Other considerations include fairness in defining eligibility to certain areas and administration costs. The City cleaned and inspected the storm water sewers in the top three risk areas in 2016 to ensure they were working at capacity. Options for overland flooding peak attenuation have been assessed.

Options to the Recommendation

1. Approve $3.8 million for storm water capacity expansion to reduce risk of flooding at First Street/Dufferin Avenue, and further assess network capacity expansion costs for two additional risk areas in 2018 (Attachment 2).
2. Fund riverbank slope monitoring, stabilization, and strategic infrastructure remediation through alternative funding (Attachment 3).
3. Maintain status quo funding for the Storm Water Utility.
4. End the FPP in 2018, as currently scheduled, rather than extending and phasing it out. This would reduce total revenues by approximately $6 million over three years.

Public and/or Stakeholder Involvement

Extensive consultations were undertaken in 2014 with residents in the flood risk areas about the impacts of property flooding and options to reduce risks. Local residents' feedback on options to reduce flood risk was considered to determine the preferred solution for further concept development and cost assessment. Citizens emphasized the negative impact to quality of life that the risk of flooding presents even if property damage is not incurred.

Communication Plan

The Storm Water Utility Business Plan includes actions for citizen awareness and engagement regarding public and private responsibilities for storm water drainage. For example, notices will be distributed to citizens in areas where drainage and groundwater issues are more common (e.g. Montgomery Place, Adelaide/Churchill, etc.) to increase awareness of actions that can reduce flood risks and what citizens can expect from the City. Information will also be provided through earned media and with Utility Bills. City staff will be available to meet with citizens, as requested.

Financial Implications

The proposed FPP extension and phase out, and corresponding phased increase to the Storm Water ERU between 2019 and 2022 are expected to generate the following revenues, assuming a 1.5% annual growth rate.

Year	FPP	Storm Water ERUs - Status Quo	ERU Additional Phase In	Total New Charges	Total FPP & ERU
2016 (Actual)	$3,899,055	$6,107,661	0	0	$10,006,716
2017	$3,957,541	$6,209,000	0	0	$10,166,541
2018	$4,016,904	$6,360,000	0	0	$10,376,904
2019	$3,057,868	$6,455,400	$1,654,477	$4,712,345	$11,167,745
2020	$1,996,604	$6,552,231	$3,358,588	$5,355,192	$11,907,423
2021	$1,013,276	$6,650,514	$5,113,451	$6,126,727	$12,777,241
2022	0	$6,750,272	$6,920,203	$6,920,203	$13,670,475

City properties also pay for storm water and will be impacted by the increase in the ERU charges by an estimated $284,000 over four years ($113,500 in 2022).

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Storm Water Management Utility Bylaw will be brought forward in early 2018 for changes to incorporate the new 2019 rates.

Public Notice

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

Attachments

1. Storm Water Utility Business Plan
2. Storm Water Infrastructure Capacity Expansion Option
3. East Riverbank Stabilization Funding Option

Report Approval

Written by: Angela Schmidt, Manager of Storm Water Utility, Saskatoon Water
Reviewed by: AJ McCannell, Engineering & Planning Manager, Saskatoon Water
Reid Corbett, Director of Saskatoon Water
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

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Storm Water Utility Business Plan

Saskatoon Water
Transportation & Utilities Department

City of Saskatoon

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EXECUTIVE SUMMARY

Saskatoon's Storm Water Utility funds storm water management and flood protection services, including ongoing operations and maintenance of assets with an estimated replacement value of $3.4 billion. The Utility also has monitored and stabilized the east riverbank to protect strategic public property. The Storm Water Utility has a 2017 total budget of $6.2 million, which includes $3.5 million for system operating and maintenance expenses and a transfer to capital of $2.7 million.

An assessment over the last year has identified storm water challenges and priorities. The business plan focuses future resources on continued assessment, maintenance, and preservation of existing storm water infrastructure rather than capacity expansion. Highlights include the following:

- Assessing the current condition of storm water assets, and then maintaining and preserving existing storm water infrastructure to prevent higher future costs.
- Addressing unique ongoing drainage challenges throughout the Montgomery neighbourhood.
- Reducing risks and issues caused by sump pumps and cross connections with the sanitary sewer system.
- Updating and enforcing drainage bylaws.
- Incorporating the impacts of climate change, higher intensification of developable land, and increased hard surface ratios in storm water design standards for new developments.
- Monitoring groundwater and riverbank slope stability and developing a Slope Stability Management Framework.
- Implementing a communication plan to increase awareness of public and private responsibilities for storm water drainage.

The plan recommends that the Storm Water Utility continue to fund east riverbank monitoring and remediation, including a $3.0 million reserve for emergency slope remediation to protect strategic public infrastructure, such as bridges, Saskatchewan Crescent, and Meewasin Trail.

The plan recommends that the Flood Protection Program (FPP) levy, which is scheduled to end December 2018, be extended and phased out at the end of December, 2021, with an equivalent increase to the Equivalent Runoff Unit (ERU) used for Storm Water Management Charge. Total charges for single-family residential properties for storm water management and flood protection would be the same in 2022 as the annual charges from 2012 to 2018 ($107 annually). The minimum total FPP and ERU paid by multi-residential, industrial, commercial, and institutional properties would increase from $160 in 2018 to $214 in 2022, and the maximum would increase from $5,334 to $10,680.

Advantages to this approach include contributing to closing the gap for asset maintenance and preservation, simplification of Utility Bill charges by January 2022, and enhancement of the user-pay principle. Annual total funding is expected to increase from $10.4 million in 2018 to $13.7 million in 2022.

Year	FPP	Storm Water ERUs - Status Quo	ERU Additional Phase In	Total New Charges	Total FPP & ERU
2016 (Actual)	$3,899,055	$6,107,661	0	0	$10,006,716
2017	$3,957,541	$6,209,000	0	0	$10,166,541
2018	$4,016,904	$6,360,000	0	0	$10,376,904
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2022	0	$6,750,272	$6,920,203	$6,920,203	$13,670,475

The following business plan outlines the Storm Water Utility's goals and objectives, its operating environment, key actions and responsibilities, and the funding strategy.

1.0 INTRODUCTION

Saskatoon's Storm Water Utility funds storm water management and flood protection services, including ongoing operations and maintenance of assets with an estimated replacement value of $3.4 billion. The Utility also has been tasked with monitoring and stabilizing the east riverbank to protect strategic public property from damages influenced by high groundwater levels. The Storm Water Utility has a 2017 budget of about $3.5 million for operating expenses and a transfer to capital of $2.7 million for a total budget of $6.2 million.

The Storm Water Utility Business Plan provides background on the utility and its challenges. Priorities and shared responsibilities are identified to more effectively utilize resources in managing storm water.

1.1 Background

The Storm Water Utility was established in 2002 with uniform rates for all types of properties, regardless of size or type to fund storm water services. The current "Storm Water Management Charge" rate structure was approved by City Council in August 2011 and implemented in January 2012, with charges for commercial properties reasonably proportional to the storm water generated based on property size and surface imperviousness.

The following divisions provide services funded by the Storm Water Utility.

Saskatoon Water (SW) provides overall storm water management including:

- Monitoring rainfall.
- Assessing runoff factors of multi-residential, commercial, industrial, and institutional facilities.
- Modelling storm system capacity relative to varying levels of rainfall volume and intensity.
- Engineering support for drainage projects.
- Community liaison for storm water issues.

Water & Waste Stream (WWS) provides the ongoing day-to-day operations and maintenance of storm water ponds, outfalls, and below ground storm water drainage and infrastructure.

Roadways and Operations (R&O) maintains above ground drainage including a fall street sweep and culverts.

Major Projects (MP) tracks the infrastructure inventory, completes condition assessment, and oversees the asset preservation program.

Construction & Design (C&D) operates the "Connection Desk" and provides project management services, including survey work and inspection, for storm water infrastructure construction projects.

Community Standards (CS) provides drainage inspections, drainage advice to residents and developers, bylaw updates, and bylaw enforcement.

Environmental & Corporate Initiatives (ECI) provides leadership in activities that contribute to storm water practices that protect our watershed and natural resources.

Communications (Comm) assists in initiatives to enhance citizen awareness and engagement to improve flood resiliency.

Corporate Revenue (CR) provides storm water billing and collection services.

Transportation & Utilities Business Administration (BA) provides accounting and administrative support.

Storm Water staff also support the work of other divisions, such as Planning & Development (P&D) and Building Standards (BSD).

1.2 Strategic Framework

Our Vision
The City of Saskatoon is a world leader in storm water design and asset management. We effectively collaborate with citizens and partners to utilize storm water as a resource and mitigate the risk of flooding.

Our Mission
The Storm Water Utility provides safe, efficient, and cost-effective storm water management to Saskatoon citizens through teamwork and innovation. We develop proactive strategies that ensure the effective long-term performance of our storm water systems, supported by sustainable, accountable, and responsive funding structures. Storm water management charges entrusted by citizens are used as effectively as possible to minimize storm water and snow melt impacts.

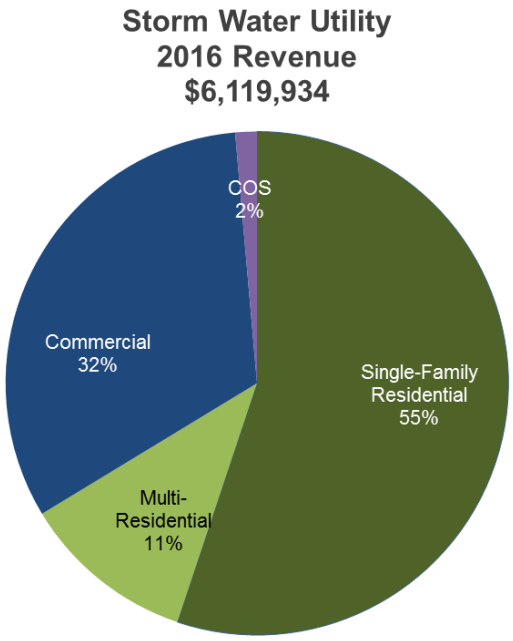
Our Corporate Values
- Trust
- Integrity
- Respect
- Honesty
- Courage

Leadership Commitments
- Reliable and Responsible Service
- Strong Management and Fiscal Responsibility
- Effective Communication, Openness and Accountability
- Innovation and Creativity

1.3 Our Customers

Storm water customers include residential, commercial, industrial, and institutional properties that generate storm water runoff to the City's storm sewer system. In 2016, storm water charges were applied to 63,800 single-residential properties; and 4,100 multi-residential, commercial, industrial, and institutional including City properties. Agriculture-zoned property, roads, right-of-ways, and City-owned parks were exempted from storm water charges.

With the user-pay rate system, commercial, industrial, and institutional properties account for 5% of the number of customers and one third of total revenues. Residential customers, including single and multi-residential, account for 95% of customers and two thirds of revenues.



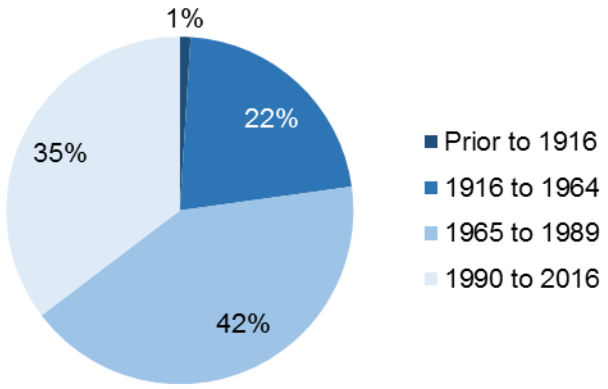
F1.4 Our Infrastructure

The replacement value of Saskatoon's storm water management infrastructure is estimated at over $3.4 billion. The storm water minor and major systems are described below.

The **minor system** consists of piping, manholes, catch basins, and outfall structures that are able to convey runoff from more frequent, lower intensity storm events, up to a "1-in-2-year" storm event. The system includes 734 km of storm sewer pipes, 4 km of force mains, 9,277 manholes, 13,367 catch basins, 2,941 service connections, and 93 outfalls. Two lift stations also support the system.

Asset	2016 Inventory[1]
Storm Water Sewers	734 km
Manholes	9,277
Catch Basins	13,367
Leads	13,207
Service Connections	2,941
Dry Ponds	9
Wet Ponds	25
Culverts	259 (8.2 km)
Water Outfalls	93
Sub-drainage	44 km
Oil & Grit Separators	1
Replacement Value	**$3.4 Billion**

Storm Water Infrastructure by Year Constructed



Approximately 1% of the storm water lines were constructed prior to 1916 and an additional 22% were constructed prior to 1965. About 35% of the storm water infrastructure was constructed since 1990.

The **major system** consists of overland street drainage, nine dry ponds, 25 wet ponds (including three natural ponds and two constructed wetlands), and any other land that is required to convey runoff from less frequent, higher intensity storms that produce runoff in excess of what the minor system typically handles.



72 inch Sewer Pipe in Saskatoon, between 1912 and 1915 (Saskatoon Library, 2016)

[1] Source: ArcMap GIS

New neighbourhoods are designed so that roadways and drainage channels are used to convey runoff from storm events up to “1 in 100-years”.[2] Older neighbourhoods did not have the same design standard; therefore, water from higher intensity storms are more likely to encroach on properties, and in some cases, buildings at low sites in older neighbourhoods.

In addition to retaining runoff from larger rain events and reducing localized flooding, storm ponds also provide the following additional benefits:

- Improving the quality of runoff entering the South Saskatchewan River through removing pollutants and particulates.
- Attenuating the peak flow rate of storm water to reduce flooding.
- Providing natural areas to support biodiversity of plants, birds, and insects.
- Providing recreation opportunities such as non-motorized boating in the summer and skating in the winter.
- Improving quality of life through enhancing the neighbourhood’s aesthetics.



Wildwood Storm Water Pond

Sub-drainage to drain groundwater is installed along the riverbank (1.6 km) and under roadways (44.2 km). Riverbank sub-drainage includes 32 segments, which was mostly installed in the 1950s and 1960s.

[2] The utilization of surface for conveyance of storm water during greater than 1-in-2 year storm events began to be implemented in new neighbourhoods in 1989 after the Stanley Report.

1.5 Goals and Objectives

Asset and Financial Sustainability: Efficient Resource Use

- Conditions of storm water assets are known so effective maintenance and preservation is undertaken.
- Existing storm water infrastructure is protected through a lowest life cycle asset management costing approach.
- Divisions work collaboratively to implement storm water management strategies.
- Partnerships with community groups and expertise leverage City resources to achieve common goals for storm water management.
- Properties are fairly assessed for the storm water runoff they generate to maintain a fully funded user-pay utility.
- Activities funded by the Storm Water Utility are transparent.

Continuous Improvement: Protect Properties from Flooding

- Storm water infrastructure and drainage are maintained at approved levels of service to protect properties and enhance quality of life.
- Investments to expand storm water infrastructure are based on costs and available funding relative to economic and non-quantifiable benefits of reducing flood risk.
- Citizens and developers understand their responsibilities and take actions to use storm water as a resource and protect properties from flooding.
- The sanitary system is protected from storm water cross connections.
- Sump pumps are used effectively to protect properties without negatively impacting other infrastructure.
- Ongoing ponding and drainage issues during spring melt and rain events are minimized.
- Long-term storm water infrastructure planning for a more flood resilient community considers the impacts of climate change and increased urban densities (intensification of land use).

Quality of Life: Safety

- Citizens are protected from safety risks associated with flooded underpasses, intersections and manholes, storm ponds, and riverbank slumping, through awareness and emergency response strategies.

Quality of Life: Recreation

- Opportunities for recreation activities are incorporated with storm water ponds when feasible.
- Access to Meewasin Trails is maintained through riverbank slope management**.**

Environmental Leadership: Protect Water Quality and our Watershed

- Citizens are aware and supportive of preventing pollutants from entering the storm water system and draining to the river.
- Storm water infrastructure planning and design incorporates best management practices for high water quality.
- Appropriate bylaws are enacted and enforced to protect water quality.

- Monitoring and reporting of storm water quality reinforces citizen confidence in the quality of runoff draining to the river.

Moving Around: Roadway and Pathway Drainage

- Roadways and sidewalks drain effectively during spring melt and intense rain events to minimize disruptions to traffic and pedestrians.



Confederation and Laurier Drive Intersection

2.0 ENVIRONMENTAL SCAN

2.1 Seasonal Rainfall

Between 1900 and 2016, Saskatoon received an average seasonal rainfall of 265 mm per year. Seasonal rainfall has ranged from a low of 139 mm in 1941 to a high of 569 mm in 2010. The third and fourth highest annual seasonal recorded rainfalls occurred in 2012 and 2014, respectively. Four of the top ten highest rainfalls have occurred since 2005.[3]

Rain events are classified according to intensity, duration, and frequency (IDF)[4]. A rain event with a 1-in-2 year return period has a 50% chance of occurring in any year. A rain event with a 1-in-100 year return period has a 1% chance of occurring in any given year. See Appendix 1 for criteria for determining the return period of a rain event in Saskatoon. Return periods are used for design standards for major and minor components of Saskatoon's storm water infrastructure.[5]

In 2012, the City installed eight rain gauges to provide more real time rain data at locations throughout the city. Between 2012 and 2016, Saskatoon recorded 28 days with rain events exceeding a 1-in-2 year return period. Rain events with a return period of five years or more occurred in 2013, 2014, and 2015. (See Table below.) The rain events over the last five years resulted in minimal property damage.

Top 10 Highest Seasonal Rainfall Years in Saskatoon

2010	**569 mm**
1923	420 mm
2012	**401 mm**
2014	**391 mm**
1927	391 mm
1921	389 mm
1954	387 mm
1942	385 mm
2005	**385 mm**
1903	379 mm

Overall Frequency of Saskatoon Rain Events (2012 to 2016)

	Return Period	2012	2013	2014	2015	2016	Total
Overall	2 – 5 Year	8	5	6	3	3	25
	5 – 25 Year	0	1	1	0	0	2
	25 – 100 Year	0	0	0	1	0	1
	> 100 Years	0	0	0	0	0	0
	Total	**8**	**6**	**7**	**4**	**3**	**28**

[3] Seasonal rainfall is from April 1st to September 30th. Rainfall data prior to 2012 is from the Environment Canada rain gauge and caution is needed in relying on their data. As recent as 2016, Environment Canada reported annual rainfall which included "incomplete data". Seasonal rainfall data from 2012 to 2016 is an average of the eight City of Saskatoon rain gauges.

[4] The Intensity Duration Frequency (IDF) curves being used by the City are based on rainfall recorded at the Saskatoon International Airport by Environment Canada from 1926 to 1986.

[5] City of Saskatoon Design and Development Standards Manual: Section Six, Storm Water Drainage System. Available: https://www.saskatoon.ca/sites/default/files/documents/transportation-utilities/construction-design/new-neighbourhood-design/6._2017_section_six_-_storm_water_drainage_system.pdf [May, 2017]

Rain events are often localized and do not occur throughout the city. The eight rain gauges recorded an average of 11 rain events with a return period of more than 1-in-2 years over the last five years.

Saskatoon has recently experienced higher numbers and intensities of storm events than would be expected. The City is reviewing the return period criteria and the possibility of changing the requirement for the minor system design to handle a 1-in-5 year rain event because of the high likelihood of more intense rain events occurring as a result of climate change.

2.2 Benchmarking

Municipalities have different methods for charging for storm water, which make direct comparisons challenging. The 2017 Storm Water Utility Program Comparison report prepared by Saskatoon Water compared the Saskatoon's program with 13 other cities for different property types on the basis of costs and user-pay. Saskatoon was among the leading user-pay cities, ranking sixth among the 13 cities, which range from flat rates for all customers (e.g. Calgary) to charges for all customers based on area size and imperviousness (e.g. Mississauga). Some cities offer credit programs for properties where measures have been taken to reduce runoff.

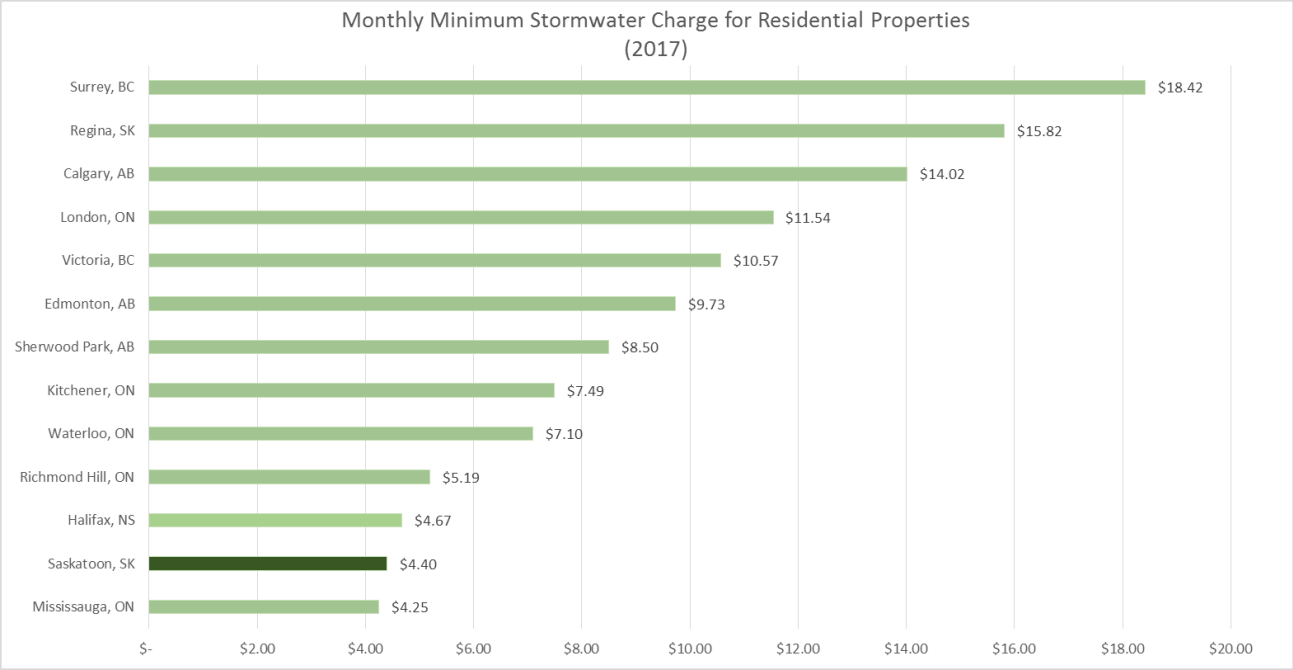
Among the 13 cities, Saskatoon has the second lowest storm water charge in 2017 for residential properties at $52.80.[6] Annual residential storm water charges for properties with buildings range from $51.00 in Mississauga, ON, to $221.00 in Surrey, BC, and are $190.00 in Regina, SK.

Saskatoon has between the fifth and eighth lowest charge for commercial properties, depending on the size and property characteristics. Annual storm water charges for a typical large shopping centre ranges from $102 fixed rate charge in Sherwood Park to $192,915 in Mississauga. Saskatoon's maximum annual storm water charge is $4,488 in 2017 and will increase to $5,280 in 2018. Unlike Saskatoon, which has a cap of 100 ERUs in 2018, some cities have no cap which results in higher charges. In 2016, Mississauga implemented a storm water charge with no cap, resulting in a 2017 charge of $3.24 million for the Pearson International airport.[7]

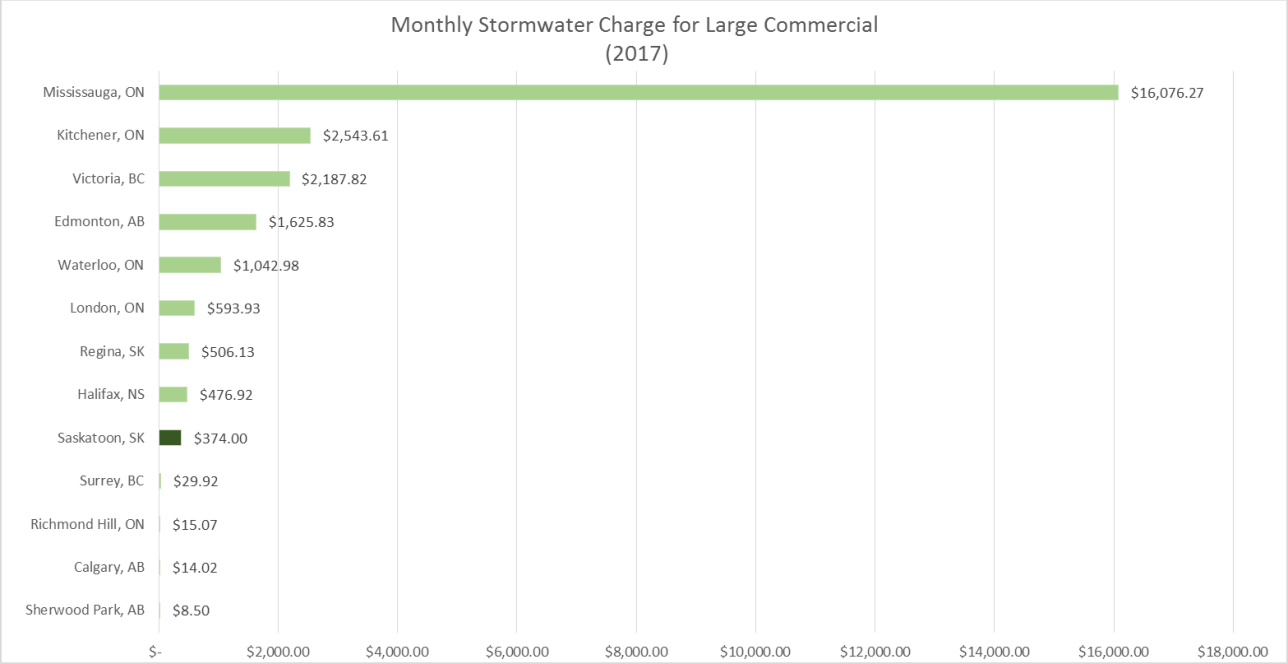
Winnipeg has no storm water utility; therefore, was not included in the benchmarking. Winnipeg has a charge of $71 for the connection of a sump pump to the sanitary system.

[6] Saskatoon's temporary Flood Protection Program annual levy of $54 per meter is not included.
[7] The storm water charges are being disputed by the property owner. https://www.mississauga.com/news-story/7225036-city-of-mississauga-sues-operators-of-pearson-airport-over-stormwater-fees/

Monthly Minimum Storm Water Charge for Residential Properties (2017)



Monthly Storm Water Charge for Large Commercial (2017) [8]



[8] Shopping Centre with an area of 46,426 m^2 and impervious area of 42,082 m^2. *Assumed zoning code of CB1.

2.3 Strengths

User-Pay Funding Model: Saskatoon has been a leader among Canadian municipalities in implementing a user-pay funding model for commercial, institutional, industrial, and multi-residential properties, phased in over seven years from 2012 to 2018. Storm water charges for these properties approximate the proportionate amount of runoff from their properties to the storm water system.

Robust Post-1989 Design Standards: In 1989, storm water standards for new neighbourhoods were established to handle 1-in-100 year storms, with streets designed to convey water during severe storms. Storm water ponds in low lying areas are used to manage runoff to prevent flooding and improve water quality prior to flowing into the river.

Best in Class Modelling: Saskatoon has strong in-house infiltration and modelling expertise that provides the necessary understanding of storm water runoff and the infrastructure necessary to manage it.

2.4 Weaknesses

Historical Design Standards: Surface flooding during high-intensity storms is an issue for many low lying areas that were developed prior to Saskatoon's new design standards adopted in 1989. The increased number of rain events that have been experienced in recent years suggest that the IDF curves based on past rainfalls, and used for design standards, must be updated to be representative of rainfalls that we may expect in the future due to climate change.

Condition of Older Infrastructure: Storm water infrastructure has a limited life expectancy. Over time, components such as pipes, culverts, and catch basins must be repaired or replaced. Some of Saskatoon's existing storm water infrastructure dates back to 1908. Improving our strategy to assess the condition of our infrastructure will ensure we are investing in rehabilitation and renewal for lowest life cycle costs.

Ongoing Maintenance: Storm water infrastructure requires ongoing maintenance to ensure that the system is operating at capacity. Further evaluation is needed to identify maintenance priorities and allocate resources to these areas.

Drainage Bylaw Enforcement: Neighbourhood storm water drainage is negatively impacted by properties which are developed contrary to approved design standards, resulting in flooding for homeowners and their neighbours. In the Montgomery neighbourhood, drainage ditches and culverts are often not properly maintained, particularly when new development occurs. Inspections when development occurs will help to minimize future problems.

Sump Pump Drainage: Over the years, various standards for weeping tiles and sump pump drainage have been in effect. Issues that currently impact citizens and neighbourhoods with high ground water include drainage from sump pumps that cause slippery sidewalks and ponding in yards. Drainage into the sanitary system increases

wastewater treatment costs and increases the risk of sewage back-ups during intense rain events.

2.5 Threats

More Frequent Intense Storms: Rainfall events are becoming more frequent and more intense. With increasing economic losses due to flooding, this trend is unlikely to subside. According to Environment Canada, severe weather events that used to happen every 40 years can now be expected every six years.[9]



Confederation Drive

Higher Groundwater Levels: Higher groundwater levels have changed drainage patterns as water is unable to seep into the ground. If high groundwater levels continue, they will impact neighbourhood drainage and contribute to east riverbank slumping and slope failure.

Infill Development: More infill reduces greenspace and increases surface runoff, placing a higher demand on existing storm water infrastructure. Cumulative impacts of infill development on existing storm water infrastructure need to be determined to ensure that appropriate policies and standards are in place to minimize surface flooding.

Regulatory Requirements: Evolving federal and provincial regulations may impact storm water runoff quality to the river, requiring new standards for storm water infrastructure.

Storm Water Pond Integrity: Sediment build-up in storm water ponds have the potential to put their effectiveness at risk, and will require significant costs in the future to maintain and remediate. The cost of regular maintenance is an important consideration when evaluating new storm water ponds.

2.6 Opportunities

Community Awareness: Communications can increase awareness of how residents can take actions that will make their properties more flood resilient, and understand responsibilities they have to minimize drainage from their properties to neighbours' properties.

New Technology: New technologies can be used to make the City more flood resilient. For example, live web cams can be used to monitor intersections that are at risk of flooding to dispatch staff and close roads in a timely manner to improve safety during

[9] Insurance Bureau of Canada (2015). "Toward a safer Saskatchewan: An Update from Saskatchewan's Home and Business Insurers," page 4. Available: http://assets.ibc.ca/Documents/Facts%20Book/Industry_Updates/2015/SK-SOI.pdf [2017, May]

intense rainfall events. Other new technologies can be used to enhance monitoring and improve the quality of water entering the river.

Low Impact Development (LID): *Low Impact Development: Design Guide for Saskatoon* was prepared by the City in 2016 to provide options to reduce runoff volume, improve runoff water quality, and delay peak runoff flows from entering the storm water system.[10]

Green Infrastructure: The development of the City's Green Infrastructure Strategy will contribute to storm water planning that incorporates natural systems and creates new designs to mimic natural features and processes.

2.7 Key Risks

The following safety, property damage, and environmental risks are associated with storm water and its related infrastructure.

Risks of injuries and fatalities associated with:

- Intersections and streets when they flood.
- Manhole lids coming off during intense rains and hitting pedestrians or vehicles
- Open manholes.
- Slippery sidewalks due to rain, snow, or discharge from sump pumps.
- Riverbank instability influenced by high groundwater levels.

Risks of public and private property damage associated with:

- Storm sewer capacity in some areas.
- Drainage in some areas.
- Riverbank instability.

Risks to the environment associated with:

- Outfalls and other infrastructure that may catch beavers and other small animals
- Spillage, dumping, and drainage of toxic materials into catch basins

> ***There will always be a chance of basement flooding, no matter what municipalities or private homeowners do to reduce the risk.***
>
> Institute for Catastrophic Loss Reduction

[10] City of Saskatoon (2016). *Low Impact Development: Design Guide for Saskatoon.* Available: https://www.saskatoon.ca/sites/default/files/documents/transportation-utilities/construction-design/new-neighbourhood-design/low_impact_development_design_guide.pdf [May, 2017]

3.0 STORM WATER MAINTENANCE AND PRESERVATION

3.1 Minor System

Condition Assessment

Storm Collector and Trunk Main conditions are determined by using a Closed Circuit Television (CCTV) inspection. Between 2013 and 2016, over 52 km or about 7% of storm sewers were cleaned and inspected, mostly as part of the roadways preservation work. A structural condition grade is assigned to each pipe based on a five-point scale from “A” to “F”.



In 2016, Major Projects contracted the cleaning and inspection of an additional 25 km of storm sewer mains. Priorities included storm water sewers servicing known flood risk areas and the east riverbank area, and a sample of storm sewers of various ages and types in different neighbourhoods.



Of the 25 km of pipes contracted, 11.5 km were completed in 2016 and 3 km could not be cleaned with available equipment. Approximately 2 km of pipes were given a grade of F. Inspections identified the following issues:

- High levels of sediment (50% or more blockage)
- Concrete, bricks, and rocks in the pipes
- Large pipe separations and missing walls
- Offset joint repairs
- Manhole drop structures
- A beaver dam





The remaining contracted sewer inspections were completed in early 2017.

The pictures shown on this page are of blocked storm water pipes.

Force Mains: Force mains cannot be assessed using CCTV inspection because there are no entry chambers. The overall condition is considered "Very Good" because the average age is 22 years old and the majority of the inventory is plastic.

Service Connections: The condition of plastic connections are considered to be "Good" based on low failure rates. The seven remaining fiber connections in the City are generally considered to be in "Poor" condition as they have a higher probability of failure.

Catch Basins & Leads: Catch basins are visually inspected and cleaned yearly.

Manholes: Manholes are visually inspected prior to road resurfacing projects and as part of an annual condition assessment program. In 2015, Major Projects inspected 1,000 manholes to develop future manhole rehabilitation and inspection programs.[11]

Culverts: Similar to storm mains, culvert conditions are determined through CCTV inspections prior to road resurfacing projects. A desk-top review of culverts in the Montgomery neighbourhood was completed in 2015.

Outfalls: In 2016, Saskatoon Water and WWS visually inspected and reported on all outfalls and developed an action plan for maintenance. Following the report, WWS removed debris from several outfalls in 2016, with additional maintenance planned for 2017.

Maintenance and Operations

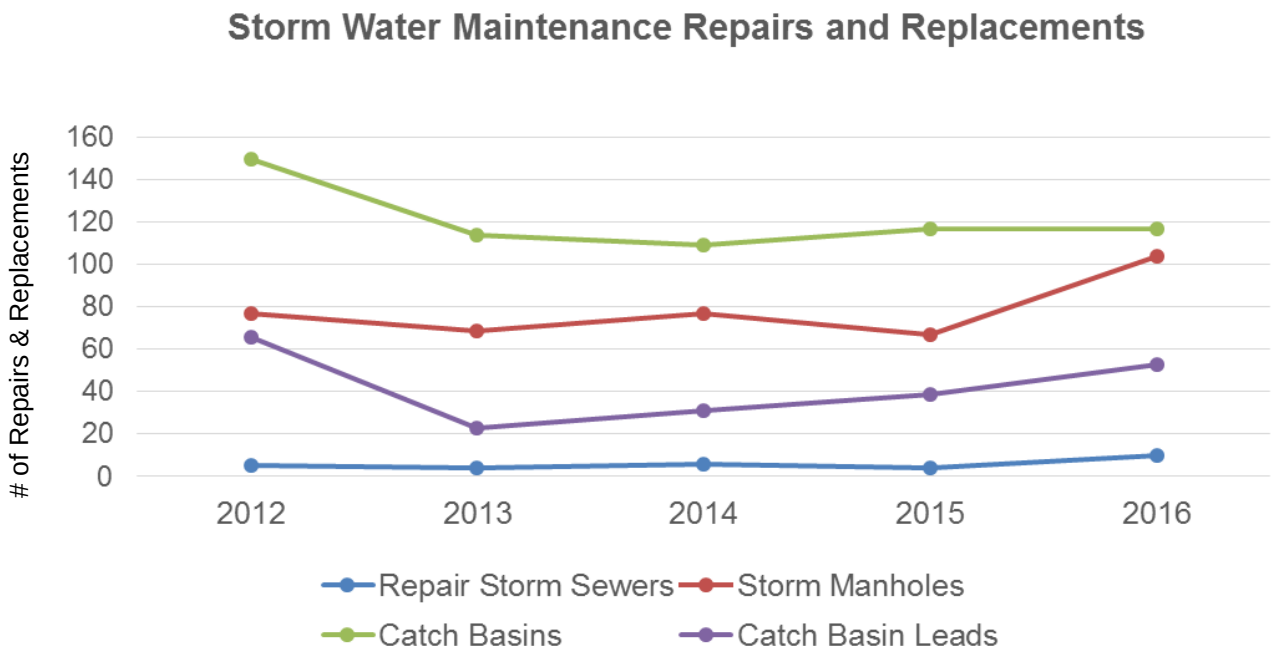
The Wastewater Treatment Plant (WWTP) maintains the Stonebridge and Idylwyld Storm Water Lift Stations.



R&O maintains and keeps the minor system's above ground storm water infrastructure (e.g. catch basin grates, culverts) in good operating condition. The fall street sweep is funded by the Storm Water Utility to minimize leaves and debris from blocking catch basins. The picture to the right is of a blocked catch basin.

WWS operates and maintains below-ground storm water infrastructure including sewer mains, catch basins, catch basin leads, manholes, and connections. Funding for the 734 km of storm water sewer maintenance is approximately one-quarter the funding allocated for the 1,075 km of waste water sewer lines. The chart below shows the number of WWS repairs and replacements of storm water infrastructure.

[11] Public Works contracted 32 manhole replacements in 2014 at a cost of $350K.



Preservation

Most of the City's storm water infrastructure preservation program has been reactive to address infrastructure failures, with emergency repairs being a priority for funding. For instance, in 2015, resources were allocated to an emergency storm water main repair at Mackie Crescent.

Some sewer mains have been rehabilitated using cured-in-place pipe lining, which is more cost effective than traditional open excavation replacement methods. No excavation is required as the liner is inserted through the manhole and lines the existing pipe with a new pipe. Force mains are replaced by open trench excavation.

Identifying our City's aging storm water system's current condition will provide the foundation for a proactive preservation plan, including funding requirements, to reduce the long-term life cycle costs of our assets.

Some areas throughout Saskatoon experience ongoing drainage issues with localized surface flooding and ponding, which results in ongoing maintenance costs absorbed by WWS and R&O. Each situation is unique – sometimes drainage issues and flooding risk can be significantly reduced with a relatively small investment in engineered design and grading or reconstruction of public property, such as lanes and easements. The economic payback, as a result of reduced maintenance costs, can be less than ten years for these sites.

Actions

- Develop a long-term annual inspection plan to strategically inspect storm sewers and report updates in an annual "State of Storm Water Infrastructure Report". (SW, MP)

- Complete annual visual outfall inspections and complete an "Outfall Assessment Report and Action Plan". (SW, WWS)
- Prioritize the Fall Street Sweeping program to sweep neighbourhoods based on minimizing catch basin blockages. (R&O)
- Complete an asset management plan to rehabilitate strategic storm water mains including lining trunks based on the lowest life cycle cost. (MP, SW)
- Report annually on maintenance and preservation activities of storm water infrastructure. (SW, R&O, WWS, MP)
- Update the City culvert inventory, assess conditions, and prioritize culverts for maintenance and preservation. (SW, R&O)
- Develop and prioritize an annual list of drainage trouble spots that require ongoing maintenance to reconstruct within available budget. (SW, R&O, WWS)

3.2 Major System

Pond Condition Assessment

In 2016, Saskatoon Water, in conjunction with WWS and Parks, conducted a visual assessment and is reporting on all storm water ponds. WWS also conducts water quality monitoring. Dry ponds are visually inspected by WWS as necessary to ensure proper drainage. Ponds have not been thoroughly assessed to determine levels of sediment build-up which could impact effectiveness.

Maintenance and Operations

WWS is responsible for maintaining storm ponds to keep them working, as designed to convey storm water. Citizens living close to storm ponds expect that maintenance will be performed to enhance storm pond aesthetics and prevent odors. Fountains installed in some ponds for aesthetic purposes have high maintenance costs funded by storm water charges.

Invasive species, including goldfish and koi, have been identified in several storm water ponds. Several options are being considered by WWS and ECI to prevent the fish from spreading.

Preservation

Regular sediment removal is needed to keep storm water ponds in good working condition.[12] The cost of removing sediment will vary depending on the size and age of pond, whether it has a pond forebay, and the work required.[13] Other preservation measures also are required to maintain the integrity of the ponds (e.g. In 2016, the

[12] The United States Environmental Protection Agency Storm Water Technology Fact Sheet Wet Detention Ponds recommends removing the bottom sediments every two to five years. https://nepis.epa.gov/

[13] A presentation to the City of Saskatoon by CH2M HILL Canada Limited in October 2016 indicated that an assessment of 11 storm water ponds in Calgary identified average immediate remediation cost requirements of about $139,000 per pond, and future costs averaging $1.75 million per pond. In December, CH2M HILL Canada Limited estimated the cost to assess requirements for two Saskatoon storm water ponds at over $112,000 (does not include remediation).
The City of Guelph has estimated costs of moving sediments from two storm ponds to be $280,000 for one and $1 million for the second.

Storm Water Utility contributed to reconstructing the John Avant Storm Pond retaining wall).

Actions

- Complete annual visual storm pond inspections and complete a Pond Assessment Report and Action Plan. (SW, WWS)
- Complete more comprehensive technical assessments of storm water pond integrity. (SW, WWS, C&D)
- Develop level of service standards for maintenance of storm water ponds. (WWS)
- Implement a plan to eradicate invasive species from the storm ponds. (ECI and WWS)
- Develop a long-term, life-cycle plan with costs for removing sediment from the storm water ponds. (SW, WWS)

3.3 Montgomery

The Montgomery neighbourhood's drainage infrastructure of ditches and culverts is unique in Saskatoon, with distinct drainage and ponding challenges. Drainage issues often occur during spring melt when City crews are called on to thaw frozen culverts with a steamer and to pump out water. The number of calls from citizens requesting City assistance with drainage has varied from 4 in 2016 to up to 50 calls in spring 2017, with an average of about 20 calls annually over the last 6 years.

Drainage challenges may arise due to the following:

- Driveways are constructed that restrict drainage
- Culverts are not built to required standards
- Culverts are damaged
- Culverts become blocked with ice or debris
- Grading is not optimal for drainage
- Residents are unaware of their responsibilities for maintaining culverts in front of their properties



Spring melt in Montgomery Place, 2017

Over time, the sand used by the City in the winter to maintain road safety can fill in ditches, change grades, and reduce the capacity of culverts. Snow clearing operations may contribute to increased snow and debris in ditches.

Although administratively easy to apply, a singular approach to drainage requirements may not result in the most effective allocation of resources because of elevation and grading differences throughout the neighbourhood.

Actions

- Provide guidance for residents who want to modify an existing crossing or build a new crossing using the Private Driveway Crossing Permit process, including site assessment and advice on culvert size and elevations. (SW)
- Assess the feasibility and parameters for a program for rehabilitating Montgomery area drainage. (SW, R&O)

- Collaborate with Community Standards to review options for increasing compliance for private responsibilities for maintaining effective drainage. (CS, SW)
- Update the FAQs used by R&O customer service staff with the Driveway Crossing Permit process and provide to customer service groups for usage (Transportation, BSD, CS, SW, C&D, and R&O.)
- Develop communication flyers on City and citizen responsibilities for culvert drainage and distribute to Montgomery residents. Include this information on the City website. (SW, Comm)

3.4 Cross Connections

Storm and sanitary systems should be completely separate from one another. Inflow and Infiltration (I&I) describes ways that groundwater and storm water enters the sanitary system. Inflow is storm water that enters the sanitary system through a direct connection, such as a sump pump or roof drain that is improperly or illegally connected, or water entering manhole lids during a rain event. Some cross connections between sanitary and storm water systems may be due to errors during construction. Infiltration is groundwater that enters the sanitary system through cracks or leaks in manholes and sanitary sewer pipes caused by age-related deterioration, loose joints, installation or maintenance errors, poor design, and/or root penetration.
Cross connections can result in the following issues:

- Sanitary effluent entering the storm water system could flow untreated to the South Saskatchewan River and harm the environment.
- Sanitary sewers could back up into basements or through manholes onto streets if high volumes of storm water overload the system during intense storms. The average cost of flooding from sanitary sewers are significantly higher than the cost of flooding from overland water in Saskatoon.
- Unnecessary water treatment costs are incurred when clean storm water is transferred to the WWTP, and these costs are transferred to citizens through higher utility rates.
- Due to wet weather flow, the WWTP could experience capacity issues and require expensive capital expansion.

After intense rainfalls caused sanitary backups in 2005 and 2007, sump pumps and backflow devices were installed by residents in high risk zones to reduce damage during severe rain storms. Installation of “winter weather” bypass devices were approved to direct drainage from sumps into the sanitary system during the winter to reduce icy and dangerous sidewalks. Although these connections are to be disconnected in the spring, there is no enforcement.

High groundwater levels have been experienced throughout Saskatoon due to a decade of record rainfall. As a result, sump pumps that were intended to temporarily drain water from intense storms are constantly draining groundwater in some areas. Properties that are most likely to have sump pump issues are in low-lying areas with deep basements. Hampton Village, Willowgrove, and Briarwood are neighbourhoods with a concentration of sump pump issues. (See Appendix #2 for a map of areas with known sump pump issues.)

The following types of issues are associated with continually running sump pumps:

- Wet and slippery sidewalks in summer.
- Green algae growth on sidewalks.
- Icy and slippery sidewalks in the winter.
- Sumps draining to City parks resulting in boggy park areas, difficulty mowing, and rut damage.
- Unauthorized connections to floor drainage and sanitary systems and temporary winter connections not being disconnected in the summer are increasing the risk of sanitary backups during severe rainstorms, particularly as more sumps are connected to the sanitary system.
- Extra costs and strain on the WWTP capacity.
- Wet yards and drainage onto neighbours' properties causing disputes.

Actions

- Identify the extent and cost of inflow and infiltration issues in Saskatoon through quantifying I&I (peak, minimum, average flows) to the WWTP and the cost of treating additional groundwater or storm-related flow. (SW)
- Identify and map locations of cross connections with storm water flowing to sanitary sewers through implementing a plan with existing maps, as-builts, flow meters, CCTV monitoring, and testing. (SW)
- Utilize modelling to identify priorities for actions to eliminate cross connections. Develop and ensure new standards and policies that minimize issues related to sump pumps are followed for new neighbourhoods and areas with redevelopment. (SW, CS, BSD)
- Develop a communication piece for citizens on City of Saskatoon bylaws related to sump pump drainage, why they are important, and ways they can mitigate some of the negative impacts. Include this information on the City website. (See City of Winnipeg website.) (SW, CS)

4.0 STANDARDS, BYLAWS AND ENFORCEMENT

Saskatoon's storm water management is primarily impacted by the following bylaws and standards:

- *Bylaw No. 8379, The Drainage Bylaw, 2005* regulates the drainage of storm water between private properties to protect property and abate nuisances.
- *Bylaw No. 8987, The Storm Water Management Utility Bylaw, 2011* regulates the storm water collection and transmission, the Storm Water Utility, and the charges for all properties benefiting from the system.
- *Bylaw No. 5115, The Sewer Use Bylaw* regulates the use of storm sewers.
- *Bylaw 4785, Private Crossings Bylaw* requires a permit for the construction of driveways across City property.
- *The Design and Development Standards* (*Section Six)* provides updated information on storm water drainage requirements for new developments.

The Drainage Bylaw has not been consistently enforced, which has resulted in unresolved drainage issues and complaints from citizens. A defined process will provide more consistency in following up with complaints, inspections, using bylaw notices, and providing a time period for compliance. Some exceptions and flexibility will be needed to take into account specific circumstances. Community Standards has initiated a comprehensive study to increase drainage standards compliance and minimize runoff issues between neighbours.

The *Private Driveway Crossing Permit* managed by Transportation includes the specifications for a driveway crossing with a culvert. Some citizens may not have been aware of requirements and have installed non-compliant culverts. Information needs to be communicated and be easily available to residents, and a process implemented so that non-compliant crossings that are creating water issue for neighbours are resolved in a timely manner.

Saskatoon Water Engineering & Planning reviews and defines design storm water infrastructure standards for new developments and redevelopments. The standards provide for requisite system capacity and storm water runoff quality to maintain the integrity of the storm water system.

Actions

- Complete a comprehensive study to define a process for more consistency in applying drainage standards. (CS, SW)
- Update the Storm Water Management Utility Bylaw (property exemptions and changes to the ERU rate). (SW, Solicitors)
- Continue to review design standards for redevelopments and new developments to ensure a sustainable storm water conveyance system. (SW)
- Enhance awareness on driveway crossing requirements through flyers and enhanced website. (SW, Transportation, Communications)

5.0 LONGER TERM PLANNING

Storm water infrastructure modelling helps to ensure that adequate runoff capacity is maintained in the storm water system to support development in both greenfield areas and infill areas. Saskatoon Water's modelling capabilities are being applied to identify the storm water system capacity needed to support the *"Growth Plan"* for population growth to 500,000. The assessment identifies high level options and costs under various scenarios.

Longer-term planning also considers changes to design standards and storm water capacity required for more frequent and intense severe rain events. IDF curves identify the significance of rain events and how often it is likely to occur. New IDF curves are being evaluated to take into account climate change and will be incorporated into new design standards.
Other trends being incorporated in storm water capacity modelling and longer-term infrastructure requirements are land use intensification and greater proportion of impervious surfaces in new neighbourhoods and infill properties.

Actions

- Update the IDF curves for rain event return periods and runoff coefficients based on the impacts of climate change. (SW)
- Model the capacity of the storm water system to support short and long-term development using expected runoff based on updated hard surface ratios, infiltration tests, and new IDF curves. (SW)
- Incorporate the impacts of climate change in new storm water infrastructure design standards. (SW)

6.0 EAST RIVERBANK STABILIZATION

Saskatoon's east riverbank has a long history of slope instability influenced by several factors:

- Geology (soil composition and strength)
- Geometry (steep slope)
- Groundwater levels
- Landscaping and associated loading

Record high groundwater levels over the last decade have triggered slope failures and impacted public and private properties. Keeping high usage Meewasin trails and strategic roadways along the riverbank open and accessible is important for Saskatoon's quality of life and attractiveness as a place to live and visit. Over the last five years, remediation has been completed for the following:

- Meewasin Trail and Saskatchewan Crescent at 17th Street (2013)
- Storm sewer outfall due to erosion at 15th Street (2014)
- Meewasin Trail and Saskatchewan Crescent at 16th Street (2016)

The east riverbank is regularly assessed through an extensive spring visual reconnaissance, instrumentation readings, and more detailed and frequent monitoring and analysis of higher risk areas such as the 11th Street slope and between University and Broadway bridges. Regular monitoring reports are provided to local area residents in response to the 11th Street slope.[14]
If a concern related to slope stability is identified, the City identifies and addresses potential safety concerns through trail and road closures, evacuation alerts, and other measures. If more formal investigation is required, the project is considered relative to other priorities and available funding. Qualified external consultants are contracted for formal geotechnical assessment, conceptual designs, and detailed designs. Priority setting for assessment and remediation considers the value and importance of at-risk public infrastructure, expectations for timing of further slope failure, and assessment and mitigation costs. The City does not fund construction on private properties. Riverbank stabilization costs were not incorporated when setting and approving the current user-pay Storm Water Management charge. Although future riverbank slumping is likely, the timing, location, and severity is unpredictable. Based on recent projects, slope and roadway restoration costs range from about $1.5 million to $3.0 million per project.

Actions

- Develop a Slope Stability Management Framework in conjunction with stakeholders. (SW, BSD, P&D, Solicitors, ECI, Meewasin)
- Oversee instrumentation readings and a spring visual east riverbank reconnaissance and report. (SW)

[14] Between 2012 and 2016, over $900,000 has been expended by the Storm Water Utility on geotechnical expertise for the 11th Street slope.

- Oversee continued monitoring and reporting for the 11th Street slope. (SW)
- Collaborate in completing development policies for riverbank areas. (BSD, P&D, SW, Solicitors, Communications)
- Assess slope stability between the Broadway and University bridges using 3-D modelling. Evaluate the benefits and costs of reducing groundwater levels through sub-drainage in high-risk areas for lowest life-cycle costs. (SW, WWS)
- Leverage resources and expertise from Public Safety Canada to assess risks associated with riverbank slope instability. (EMO)
- Secure in-house geotechnical expertise to oversee east riverbank stabilization. (SW)
- Maintain riverbank area storm water infrastructure to high standards. (WWS)

7.0. CITIZEN AWARENESS AND ENGAGEMENT

Effective drainage and storm water management can only be achieved with citizen buy-in. Awareness of storm water challenges will help garner support for funding priorities. A communication and engagement strategy can utilize a variety of vehicles to convey the following information:

- Public and private responsibilities for storm water drainage.
- Best practices and actions that citizens and developers can take to use storm water as a resource and reduce property flood damage including use of Low Impact Development (LID) measures[15].
- Importance of maintaining and preserving storm water assets including ponds and out-of-sight underground infrastructure in order to prevent higher future costs for emergency repairs and replacement.
- Awareness of impending severe rain events and actions to protect safety and minimize property damage.
- Storm water drainage into the South Saskatchewan River and requirements to keep harmful materials from entering the storm water system.

Actions

- Develop and implement a communication action plan to meet the objectives and to include the following vehicles (SW, Communications, Media Relations):
  a. Flyers in targeted areas (11th Street, higher risk areas, Montgomery)
  b. Utility bill inserts
  c. Saskatoon.ca website
  d. Social Media
  e. Public Service Announcements
  f. NotifyNow
  g. Intersection signage
  h. Community meetings
  i. Community Association newsletters
  j. Trade shows (e.g. GardenScape)
  k. Public relations opportunities (e.g. Water Week)
- Participate in Local Area Planning community meetings to increase citizen understandings of neighbourage drainage. (SW, P&D)
- Develop and implement communications for Montgomery residents to increase awareness about drainage, crossing permits, and related bylaws (website and flyers). (Comm, Community Consultants, Community Associations)
- Partner with Meewasin Valley Authority (Meewasin), Trout Unlimited, Girl Guides, Saskatoon Schools, and Partners for the Saskatchewan River Basin to deliver the Yellow Fish Road Program. (ECI, SW, WWS)
- Partner with the University of Saskatchewan and Food Bank (33rd Street Community Garden) to create awareness of rain gardens through brochures, a demonstration project, and display. (ECI, SW, Communications)

[15] *Low Impact Development: Design Guide for Saskatoon* was developed with funding from the Storm Water Utility in 2016.

- Utilize NotifyNow, triggered by Environment Canada severe rainfall warning, to inform residents when precautionary measures to ensure personal safety and/or minimize damage to their property may be necessary. (EMO, R&O)
- Keep local area residents aware of any slope movement and associated risks through regular notices. (SW)
- Provide citizens with appropriate information about invasive species and the safety of storm ponds for recreation activities, such as skating including appropriate updated signage at all storm ponds. (CY, WWS, SW)
- Work with Community Standards to provide information to households on proper sump pump drainage. (CY, SW)



8.0 EMERGENCY RESPONSE PLANS FOR SEVERE STORMS

Robust planning and response plans for severe rain events are important to support public safety and mitigate damage to property from flooding. Flooded underpasses and intersections and risks associated with manhole covers that come off under high water pressure can cause injuries and fatalities. Fifteen locations have been identified to be dangerous during flooding.

R&Os' *Standard Operating Procedures for Water and Sewer: Severe Storm Response*[16] provides emergency procedures to ensure safety and minimize the impacts of flooding during major rain events. Key components include ensuring that flooded roadways are closed and flooded intersections are not left unattended. Challenges can arise when unexpected heavy rainfall causes flooding outside of regular working hours when R&O is unable to respond as quickly as needed to close intersections in a timely manner.

Confederation Drive/Laurier Drive and Idylwyld Drive/ Circle Drive have a history of significant surface flooding. Although it is not feasible to implement further engineering measures to prevent flooding at these intersections, it may be possible to limit the potential damage and hazard to vehicles and improve safety by implementing traffic control measures to alert drivers of potential danger.

Actions

- Update Standard Operating Procedures for Water and Sewer: Severe Storm Response and include protocol that protects public safety through a collaborative and timely response to unexpected severe rain events outside of R&O's and WWS's regular business hours. (WWS & R&O supported by Fire, EMO, Police, & SW)
- Develop protocol for NotifyNow to deploy R&O and WWS staff in a severe storm event after normal working hours to generate a quicker response time. (EMO, R&O, Environment Canada Meteorological Services)
- Develop an Emergency Measures Flood Response Plan to be activated in the event of a severe storm that produces multiple utility losses, catastrophic property damage, and a threat to public safety. (EMO, Corporate Risk, Fire, Police, R&O, WWS)
- Develop a plan for reducing risks associated with manholes and lids. (R&O, WWS, supported by SW)
- Develop a business case for video cameras at intersections with high risk of flooding to serve multiple needs, including triggering closure during flooding. (R&O, Transportation, SW, Police, EMO, SGI)
- Assess the feasibility of installing gates and warning lights at Idylwyld Drive/Circle Drive and Confederation Drive/Laurier Drive. (SW, R&O, Transportation)

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16 https://www.saskatoon.ca/sites/default/files/documents/transportation-utilities/saskatoon-water/SSRTrainersPresentation.pdf

WS-C02 Severe Storm Response does not apply to storms producing multiple utility lossess, catastrophic property damage or a serious threat to public safety.

9.0 STORM WATER QUALITY AND THE NATURAL ENVIRONMENT

Protecting our watershed and the sustainability of our natural environment is integral to overall storm water management. Prior to the 1990s, storm water management focused primarily on controlling water quantity. The focus has since expanded to more emphasis on water quality and the environment. Storm water runoff is increasingly seen not as a liability but as a resource. Saskatoon Water is collaborating with P&D, ECI, and other stakeholders in developing a Green Infrastructure Strategy that positions storm water as a multi-purpose resource. This long-term strategic framework also considers natural areas, climate change, and cumulative impacts of growth on our watershed in relation to storm water management.

Several City divisions, in addition to Meewasin and other federal and provincial bodies, have roles in protecting our watershed through regulating, planning, monitoring, reporting, and enforcing runoff quality, as well as operations and maintenance practices. An enhanced understanding of storm water runoff quantity and quality can be achieved through storm water monitoring and reporting against common standards.[17]

Actions

- Collaborate with stakeholders to complete the Green Infrastructure Strategy. (P&D, ECI, SW, Parks, Meewasin)
- Collaborate with Meewasin and other stakeholders to develop standards for measuring and reporting water runoff quality. (ECI, SW))
- Increase source control for storm water runoff through oil and grit separators and low impact development. (SW, MP, C&D)
- Review and revise bylaws to ensure they are effective in sustaining the quality of water entering our watershed. (ECI, SW)
- Review and revise a response plan to minimize hazardous spill materials from entering the storm water system and watershed. (ECI, R&O, WWS)

[17] Saskatoon Water's Environmental Laboratory completes regular water quality sampling testing, and reporting for eight major outfalls. Testing and analysis following recognized procedures is completed for factors such as temperature, residual chlorine, phosphorous, nitrate, pH, coliform, etc.

10.0 UTILTY BILLING AND MANAGEMENT

A thorough assessment of revenues completed in 2016 identified gaps in collected revenues due to dated aerial maps initially used to assess hard surfaces and related charges for commercial, industrial, institutional, and multi-residential properties; and previous years' billing gaps due to reorganization and computer programming glitches.

Managing and evaluating the Storm Water Utility operating and capital budgets is complex because several divisions allocate expenses to Storm Water accounts and have various priorities to balance. Continued efforts are needed to ensure that appropriate expenses are budgeted, charged, and approved to Storm Water accounts so it can operate as a transparent user-pay utility.

Actions

- Continue to monitor and review the process for assessment and billing in collaboration with Corporate Revenue to ensure that billings for multi-residential, commercial, industrial, and institutional properties incorporate changes that impact storm water charges. (SW, CR)
- Complete a full evaluation of runoff for commercial, industrial, institutional, and multi-residential properties after the aerial photo is updated in 2017. (SW)
- Collaborate with other divisions to determine a more effective process for approving and allocating costs to appropriate operating and capital accounts and job numbers to allow for more effective budget management. (BA, SW, CY, R&O, WWS, C&D)

11.0 FINANCIALS

11.1 Revenues

Storm Water Management Charge

The Storm Water Utility is funded by the Storm Water Management Charge. The unit of measure is an ERU, which is used by many municipalities for storm water utility billing. A single family residential dwelling is deemed to produce one ERU of storm water and represents 265.3 m^2 of impervious surface such as roofs, driveways, and sidewalks.

One ERU valued at $4.40 per month ($52.80 per year) is the amount charged to single family residential properties. Commercial, industrial, institutional, and multi-residential properties can generate significantly more storm water than single family residential properties generate. Therefore, they are charged multiple ERUs ranging from an annual minimum of two ERUs ($105.60) to a maximum of 85 ERUS ($4,488) in 2017.

The seven-year phase-in of ERUs charged to commercial sites began in 2012 with the annual caps shown in the table.

Year	Maximum Commercial ERUs	Annual Cost
2012	10	$ 528
2013	25	$1,320
2014	40	$2,112
2015	55	$2,904
2016	70	$3,696
2017	85	$4,488
2018	100	$5,280

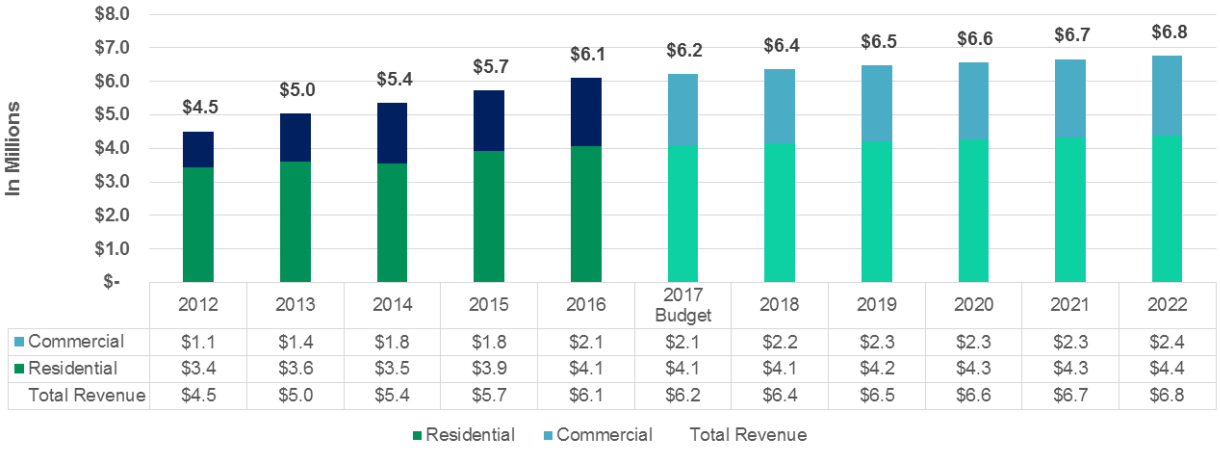
Roads, right-of-ways, and property zoned as agricultural are exempt from storm water charges. In 2014, the City exempted parks from future Storm Water Utility charges, which reduced Storm Water Utility revenues by about $200,000 per year.

Approximately one third of Storm Water Utility revenue is currently paid by commercial customers and about two thirds is paid by residential, including multi-residential, customers.

Revenues of $6.2 million are expected in 2017. The following graph shows actual revenues and future revenue projections if there were to be no change in fees based on the phase-in of the maximum commercial ERUs from 85 ERUs in 2017 to 100 ERUs in 2018 and 1.5% annual growth (about $100,000 per year) after that.[18]

[18] Saskatoon population growth projected by Conference Board of Canada is 1.5% annually.

Storm Water Utility Status Quo Revenue (In $ Millions)



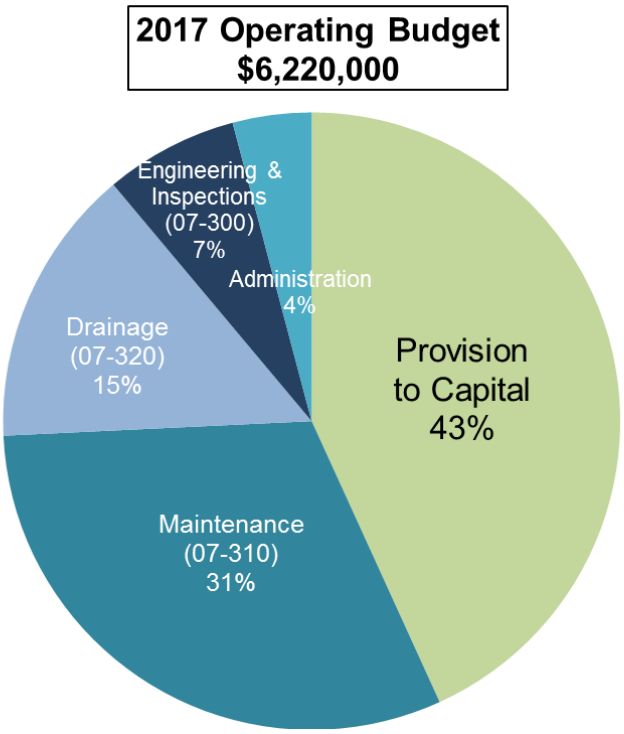
	2012	2013	2014	2015	2016	2017 Budget	2018	2019	2020	2021	2022
Commercial	$1.1	$1.4	$1.8	$1.8	$2.1	$2.1	$2.2	$2.3	$2.3	$2.3	$2.4
Residential	$3.4	$3.6	$3.5	$3.9	$4.1	$4.1	$4.1	$4.2	$4.3	$4.3	$4.4
Total Revenue	$4.5	$5.0	$5.4	$5.7	$6.1	$6.2	$6.4	$6.5	$6.6	$6.7	$6.8

Flood Protection Program

After intense rain events that caused sewer backups in 2005, a temporary Flood Protection Program was established with a $3.00 monthly charge on all water meters. The charge was increased to $4.50 in 2009. The program was extended and now is scheduled to sunset the end of 2018 after generating about $44 million in revenues to fund damage from the 2005 sewer backups, a program for sewer backup valve installation, and superpipes to reduce sewer backups during severe rain events. A deficit of about $0.3 million is projected for the initiatives already completed. The program has generated approximately $4 million annually.

11.2 Operating Expenses

The Storm Water Utility has a 2017 operating budget of $3.5 million for operating expenses and a transfer to capital of $2.7 million for a total of $6.2 million.

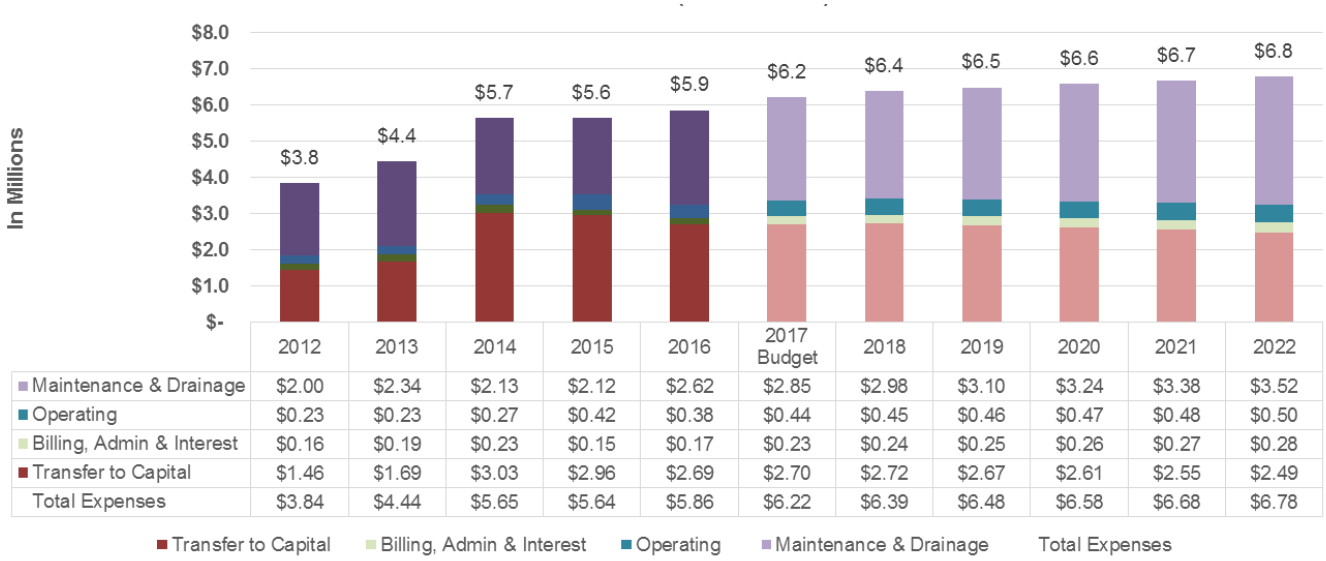


Major operating expense categories include the following:

- Maintenance and Drainage, of $2.8 million which includes:
  - $1.9 million provided to WWS to operate and maintain storm water infrastructure including storm water ponds, sewer mains, catch basins, manholes, and connections.
  - $0.9 million provided to R&O to maintain drainage, clear catch basin grates, and complete the fall street sweep.
  - Charges are expected to increase at approximately 4.3% annually, including inflation, growth, and higher operating costs as the city expands outward.
- Storm Water Engineering and Inspections includes salaries [(4.4 Full-Time Equivalents (FTEs)] and other operating expenses, such as administration cross charges, software, and vehicle expenses. Salaries include the following:
  - 2.0 FTEs for drainage inspectors with Community Standards.
  - 0.7 FTE for SW Engineering and Planning staff for management and engineering support.
  - 1.0 FTE for C&D for inspections and to support the Connections Desk.
  - 0.5 FTE for Major Projects for flusher truck operations.
  - 0.2 FTE for IT to help maintain the storm water infrastructure data in GIS.
  - Expenses are expected to increase at 4.3% annually for inflation and growth.
- Other Administration charges of $0.23 million include billings and collection of the storm water charge, administration cross charges, and insurance. These expenses are expected to increase at an average of 3% annually including growth and inflation. Interest revenue also is deducted from Administration charges.
- The Transfer to Capital is the difference between the annual estimated revenues and operating expenses and in 2017, was $2.7 million. The Transfer to Capital peaked in 2014 at about $3.0 million and based on status quo revenue, will decrease to $2.5 million in 2022 as storm water operating expenses increase at a higher rate than revenue increases.

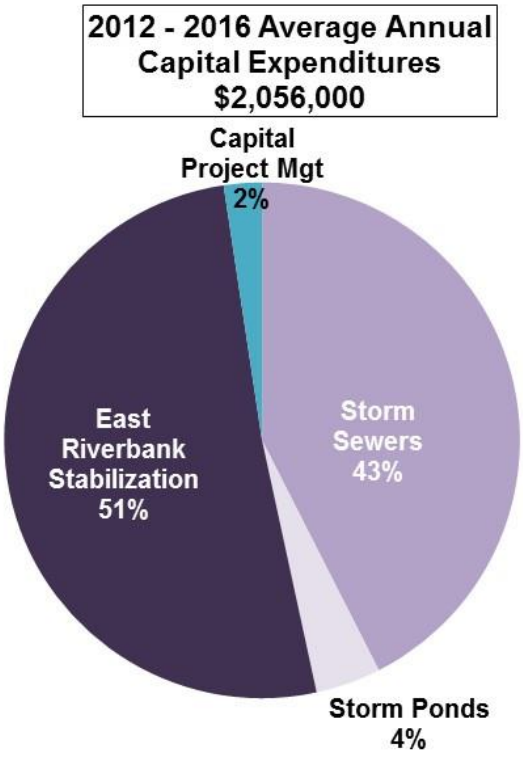
The graph below shows actual operating expenses between 2012 and 2016, the 2017 budgeted expenses, and projected operating expenses to 2022 based on status quo activities.

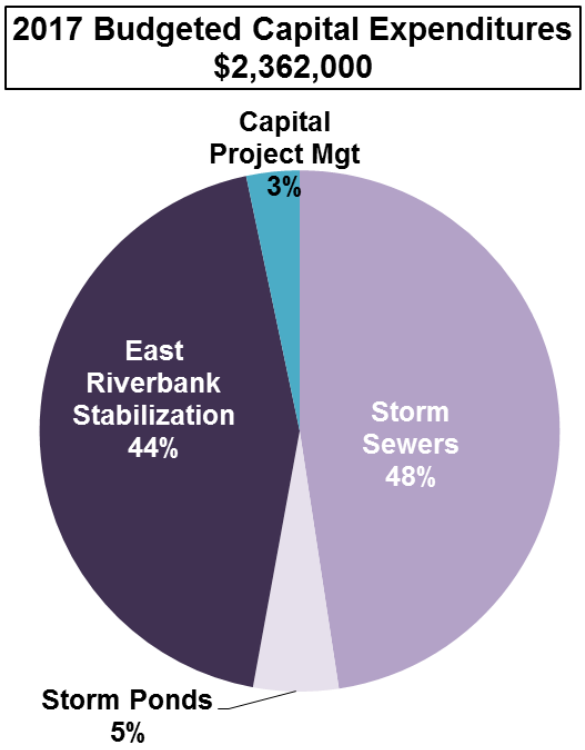
Storm Water Utility Status Quo Operating Expenses (In $ Millions)



	2012	2013	2014	2015	2016	2017 Budget	2018	2019	2020	2021	2022
Maintenance & Drainage	$2.00	$2.34	$2.13	$2.12	$2.62	$2.85	$2.98	$3.10	$3.24	$3.38	$3.52
Operating	$0.23	$0.23	$0.27	$0.42	$0.38	$0.44	$0.45	$0.46	$0.47	$0.48	$0.50
Billing, Admin & Interest	$0.16	$0.19	$0.23	$0.15	$0.17	$0.23	$0.24	$0.25	$0.26	$0.27	$0.28
Transfer to Capital	$1.46	$1.69	$3.03	$2.96	$2.69	$2.70	$2.72	$2.67	$2.61	$2.55	$2.49
Total Expenses	$3.84	$4.44	$5.65	$5.64	$5.86	$6.22	$6.39	$6.48	$6.58	$6.68	$6.78

11.3 Capital Expenditures





Between 2012 and 2016, the Storm Water Capital Reserve Fund was allocated an average of $2.4 million annually. On average, over the last five years, about $2.1 million has been expended annually for capital projects. The Capital Reserve Fund had $1.7 million at the end of 2016.

Budgeted and actual capital expenditures in any year fluctuate depending on the projects being undertaken and actual costs relative to estimated. If projects are completed and actual costs are less than budgeted, the unexpended funds are returned to the Storm Water Capital Reserve. Sometimes projects span more than one fiscal year – some projects funded in 2016 are being completed in 2017.

The following summarizes major capital expenditures for each major capital project category.

East Riverbank Stabilization (1493)

Between 2012 and 2016, an average of about $1.2 million annually expended on east riverbank monitoring and remediation of City-owned property accounted for about one half of the Storm Water capital expenditures. Riverbank monitoring and inspections are conducted annually to support the asset management plan for the City's east riverbank, up to and including some City streets. Significant projects have included monitoring and analysis of the 11th Street slope, and rehabilitation of Meewasin Trail and Saskatchewan Crescent. Restoration costs have been between $1.5 million and $3.0 million per project, with an average of one project every three.

The 2017 capital budget of $1.0 million includes monitoring costs, slope modelling, sub-drainage assessment, and rehabilitation of priority sub-drainage between 15th Street and 16th Street.

Projected capital budgets after 2017 annually include continued monitoring, improving storm water drainage along the riverbank, and setting up a reserve fund of $3.0 million for emergency repair of strategic infrastructure. The future capital costs for riverbank remediation projects will depend on rainfall levels, groundwater, and unpredictable slope failure.

Storm Sewers Trunks and Collection (1619)

Between 2012 and 2016, about $874,000 was spent annually on capital for network and drainage improvement projects, and preservation. Capacity improvement includes design and construction to enhance drainage in areas with recurrent flooding. The preservation program includes storm water sewer sediment removal, CCTV (camera) inspections and assessment of the storm water infrastructure, and lining of priority storm pipes to extend their life.

The 2017 storm sewers capital budget of $1.1 million includes $750,000 for the network management and capacity improvement and $370,000 for the preservation program. An additional $540,000 in capital funding was carried over from 2016 for preservation work which will fund the replacement of storm water pipes that have failed. The budget also includes the storm sewer flushing and CCTV work conducted by City crews and contractors. The condition assessment work is critical to develop a long-term maintenance and preservation program for the sewer pipes. Funding after 2018 anticipates increased preservation work to address the asset management backlog.

Storm Sewer Pond Preservation (1621)

Between 2012 and 2016, average annual capital spending for storm water ponds has been $84,000, which has included evaluation, planning, design, and small preservation projects, such as pond retaining wall restoration.

The 2017 storm water retention pond budget of $125,000 provides for high level assessments and prioritization of storm ponds for future rehabilitation. The capital budget for storm pond preservation is projected to increase to cover higher expected costs as our storm ponds age. The budget anticipates a larger scale pond remediation project in 2022. Increased funding for ongoing maintenance and preservation is expected to reduce higher cost future rebuilds. [19]

Storm Water Utility Billing and Management (1677)

Between 2012 and 2016, average costs for storm water utility billing and management was $49,000. The project includes modifications to the corporate billing system to update billing for storm water management charges based on property size and surface imperviousness.

[19] CH2M HILL Canada Limited presentation to City of Saskatoon estimated the average future construction costs for remediation (not including rebuilds) of 11 Calgary storm ponds to be $1.75 million. The cost to rebuild a Calgary storm pond was estimated to be over $6 million. (October 2016)

The 2017 capital budget is $78,000 for salaries, updated maps, and software with an annual increase of 2.5% projected for inflation and growth. The annual project budget is about $100,000 less than the previous average five-year annual budget, as funding is re-directed to higher priorities for maintaining the storm water system.

Wet Weather Inflow Remediation (1678)
This capital project has been funding through the Flood Protection Program levy described above. Since 2005, the program has been part of Wastewater's capital budget. The project funds the evaluation, development, and implementation of programs to mitigate basement and wastewater system flooding associated with wet weather inflow and infiltration (e.g. superpipes in neighbourhoods at risk of sewer back-ups.)

Extended funding will fund the $300,000 deficit expected in 2018, a superpipe for the Rosewood neighbourhood in 2020, and further risk assessments.

11.4 Funding Strategy

It is recommended that the FPP be extended and phased out from 2019 to the end of 2021, with an equivalent increase to the Storm Water ERU phased in. The extension of the FPP will provide $6 million over three years to allow for additional capital projects to reduce the risk of sewer back-ups and other flooding during high rain events. Advantages to this approach include the following:

- Total residential Utility Bills for storm water and flood protection remain the same from 2012 to 2022 at $107 annually.
- Residential charges for storm water drainage will continue to be significantly lower than in Regina, Calgary, and Edmonton (e.g. in 2017, Regina's minimum annual storm drainage charge for a single residential property is $190).
- Utility Bills are simplified by 2022 when the FPP is eliminated.
- The user-pay principle for drainage is enhanced as large commercial properties that contribute to more drainage pay a more proportionate share.
- The increase for all commercial properties will be phased in over four years to avoid significant increases in a single year.
- The current FPP expected deficit of $0.3 million will be funded.
- Annual funding to maintain and preserve Storm Water drainage will increase to an estimated $10.2 million in 2019 and to $12.3 million in 2022 to help fund infrastructure to reduce the risk of sewer back-ups during flooding and to reduce the backlog in existing infrastructure maintenance and preservation.
- Extending and phasing out the FPP in conjunction with increasing the ERU rate would add approximately $6.0 million more over three years compared to only increasing the ERU rate.

Residents would not see an expected overall decrease in their Utility Bill as the FPP is wound down. Commercial, industrial, and institutional customers would pay between $54 and $5,346 more in 2022 than they would pay without any changes, with a maximum increase of 25.6% per year.

Year	Annual Rate per ERU	Annual FPP Levy per Meter	Residential Annual Total Charge	Minimum Annual Cost for Commercial (1 Meter / 2 ERUs)	Maximum Annual Cost for Commercial (1 Meter / 100 ERUs)	Total Estimated Revenue
2018	$ 52.80	$ 54.00	$ 106.80	$ 159.60	$ 5,334.00	$10,388,904
2019	$ 66.30	$ 40.50	$ 106.80	$ 173.10	$ 6,670.50	$11,179,745
2020	$ 79.80	$ 27.00	$ 106.80	$ 186.60	$ 8,007.00	$ 11,919,423
2021	$ 93.30	$ 13.50	$ 106.80	$ 200.10	$ 9,343.50	$ 12,789,241
2022	$ 106.80	$ 0.00	$ 106.80	$ 213.60	$ 10,680.00	$ 13,682,475

The following projected financial statements summarize the FPP and Storm Water Utility's revenues, operating expenses, capital expenses, and capital reserve balances with the recommended extension and phase-out of the FPP and increase in the ERU rate.

Projected Financial Statements

	2016	2017	2018	2019	2020	2021	2022
Revenues							
Residential (Status Quo)	$ 3,367,542	$ 3,400,000	$ 3,434,000	$ 3,485,510	$ 3,537,793	$ 3,590,860	$ 3,644,722
Multi-Residential (Status Quo)	$ 683,190	$ 680,000	$ 737,000	$ 748,055	$ 759,276	$ 770,665	$ 782,225
Commercial (Status Quo)	$ 2,056,929	$ 2,129,000	$ 2,189,000	$ 2,221,835	$ 2,255,163	$ 2,288,990	$ 2,323,325
Late Charges	$ 12,272	$ 11,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000
Storm Water Total (Status Quo)	**$ 6,119,933**	**$ 6,220,000**	**$ 6,372,000**	**$ 6,467,400**	**$ 6,564,231**	**$ 6,662,514**	**$ 6,762,272**
Increase in ERUs	$ -	$ -	$ -	$ 1,654,477	$ 3,358,588	$ 5,113,451	$ 6,920,203
Total Revenue from ERUs	**$ 6,119,933**	**$ 6,220,000**	**$ 6,372,000**	**$ 8,121,877**	**$ 9,922,819**	**$ 11,775,965**	**$ 13,682,475**
Proposed FPP Phase-Out (2019 to 2021)	$ 3,899,055	$ 3,957,541	$ 4,016,904	$ 3,057,868	$ 1,996,604	$ 1,013,276	$ -
Total Storm Water & FPP Revenue	**$ 10,018,988**	**$ 10,177,541**	**$ 10,388,904**	**$ 11,179,745**	**$ 11,919,423**	**$ 12,789,241**	**$ 13,682,475**
Operating Expenses							
Operating Expenses (07-300)	$ 376,410	$ 435,900	$ 452,300	$ 471,749	$ 492,034	$ 513,192	$ 535,259
Storm Sewers Maintenance (07-310)	$ 1,804,527	$ 1,939,100	$ 2,018,300	$ 2,105,087	$ 2,195,606	$ 2,290,017	$ 2,388,487
Storm Sewers Drainage (07-320)	$ 814,177	$ 914,300	$ 950,000	$ 990,850	$ 1,033,457	$ 1,077,895	$ 1,124,245
Administration (07-330)	$ 194,820	$ 257,600	$ 263,600	$ 271,508	$ 279,653	$ 288,043	$ 296,684
Operating Expenses Before Interest	**$ 3,189,935**	**$ 3,546,900**	**$ 3,684,200**	**$ 3,839,194**	**$ 4,000,750**	**$ 4,169,146**	**$ 4,344,675**
Interest Expense (Revenue)	$ (24,800)	$ (23,200)	$ (23,500)	$ (23,200)	$ (23,200)	$ (23,200)	$ (23,200)
Operating Expenses Before Transfer to Capital Reserves	**$ 3,165,135**	**$ 3,523,700**	**$ 3,660,700**	**$ 3,815,994**	**$ 3,977,550**	**$ 4,145,946**	**$ 4,321,475**
Transfer to Capital Reserves	$ 2,691,300	$ 2,696,300	$ 2,711,300	$ 7,363,751	$ 7,941,873	$ 8,643,295	$ 9,361,000
Total Operating Budget	**$ 263,498**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Capital Budget							
East Riverbank Stabilization (1493)	$ 3,200,000	$ 1,035,000	$ 1,060,000	$ 1,081,200	$ 1,102,824	$ 1,124,880	$ 1,147,378
Storm Sewers (1619)	$ 1,714,000	$ 1,124,000	$ 1,437,000	$ 3,001,740	$ 4,966,775	$ 5,382,110	$ 6,327,144
Storm Pond Preservation (1621)	$ 350,000	$ 125,000	$ 350,000	$ 457,000	$ 606,121	$ 618,243	$ 1,214,448
Utility Billing Management (1677)	$ 150,000	$ 78,000	$ 80,000	$ 81,600	$ 83,232	$ 84,897	$ 86,595
Drainage Regulation Project (2604)	$ -	$ 62,000	$ 63,000	$ -	$ -	$ -	$ -
Storm Water Capital	**$ 5,414,000**	**$ 2,424,000**	**$ 2,990,000**	**$ 4,621,540**	**$ 6,758,952**	**$ 7,210,131**	**$ 8,775,565**
Wet Weather Inflow Infiltration (1678)	$ 3,899,055	$ 3,957,541	$ 4,016,904	$ 3,057,868	$ 1,996,604	$ 1,013,276	$ -
Total Capital Budget with FPP	**$ 9,313,055**	**$ 6,381,541**	**$ 7,006,904**	**$ 7,679,408**	**$ 8,755,555**	**$ 8,223,407**	**$ 8,775,565**
Capital Reserve Balance							
Reserve Balance Beginning of Year	**$ 3,537,785**	**$ 1,720,852**	**$ 2,034,192**	**$ 1,755,492**	**$ 1,439,835**	**$ 626,153**	**$ 1,046,041**
Contribution from Operating	$ 2,691,300	$ 2,696,300	$ 2,711,300	$ 7,363,751	$ 7,941,873	$ 8,643,295	$ 9,361,000
Capital Budget	$ (5,414,000)	$ (2,424,000)	$ (2,990,000)	$ (7,679,408)	$ (8,755,555)	$ (8,223,407)	$ (8,775,565)
Adjustments	$ 905,767	$ 41,040	$ -	$ -	$ -	$ -	$ -
Reserve End of Year Balance	**$ 1,720,852**	**$ 2,034,192**	**$ 1,755,492**	**$ 1,439,835**	**$ 626,153**	**$ 1,046,041**	**$ 1,631,477**

Projected Financial Statements Assumptions

1. Residential Status Quo Growth: 1% in 2018 and 1.5% from 2019 to 2022
2. Multi-Residential Status Quo Growth: 1% in 2018 and 1.5% from 2019 to 2022
3. Commercial Status Quo Growth: Estimated increase in ERU cap from 85 to 100 in 2018 and 1.5% growth from 2019 to 2022
4. Late Charges: Similar to actual late charge revenue from 2018 to 2022 as in 2016
5. Increase in ERUs: ERU rate is $52.80 in 2018, $66.30 in 2019, $79.80 in 2020, $93,30 in 2021, and $106.80 in 2022
6. Proposed FPP Extension and Phase-Out: FPP rate per water meter is $54.00 in 2018, is $40.50 in 2019, $27.00 in 2020, $13.50 in 2021 and $0 in 2022. Note that the FPP Revenue has not previously been part of the Storm Water Utility budget, and is shown in the proformas from 2016 to 2018 for comparative purposes.
7. Operating Expenses: Includes expenses for Stormater engineering and inspections. 2018 includes preliminary budget with inflation and a $7,500 increase for communication. Increase of 4.3% from 2019 to 2022 to include growth (1.5%) and inflation (2.8%).
8. Storm Sewers Maintanence: Includes expenses for Water and Waste Stream. Assumes 2018 preliminary budget and increase of 4.3% from 2019 to 2022.
9. Storm Sewers Drainage: Includes expenses for Transportation and Operations. Assumes 2018 preliminary budget and increase of 4.3% from 2019 to 2022.
10. Administration Expenses: Includes billing services, administration cross charges and insurance. Assumes 2018 preliminary budget and 3.0% annual growth including inflation.
11. Interest Revenue: 2018 to 2022 is estimated to be similar to previos years.
12. Transfer to Capital Budget: Difference between budgeted revenues and other operating expenses.
13. East Riverbank Stabilization capital budget: Assumes similar average funding for monitoring and slope stabilization as previous years, with unspent capital returned to the Capital Reserve to maintain a reserve balance of $3.0 million to fund unanticipated emergency slope failures impacting strategic infrastructure. Assumes 2.0% annual inflation.
14. Storm Sewers capital budget: Assumes 2.0% inflation for monitoring, CCTV work, capital required by Water and Waste Stream, lift station preservation, and monitoring equipment. Assumes additional funding from the ERU rate increase for lining and preserving the existing network including Montgomery ($1.75 million increase in 2019, up to $4.1 million increase in 2022).
15. Storm Pond Preservation capital budget: Assumes additional funding for sediment removal and preservation as the storm ponds age. Additional funding of $0.1 million in 2019 up to $1.0 million more in 2022 for a major pond dredging.
16. Storm Water Utility Billing and Management capital budget: Assumes 2% annual inflation.
17. Drainage Regulation Project: Includes total commitment of $0.125 million over 2017 and 2018. Assumes sources other than the Storm Water Utility will fund future implementation.
18. Wet Weather Inflow Remediation capital budget is the same as the Flood Protection Program (FPP) revenue. It is noted that the FPP capital expenses have not previously been part of the Storm Water Utility budget.

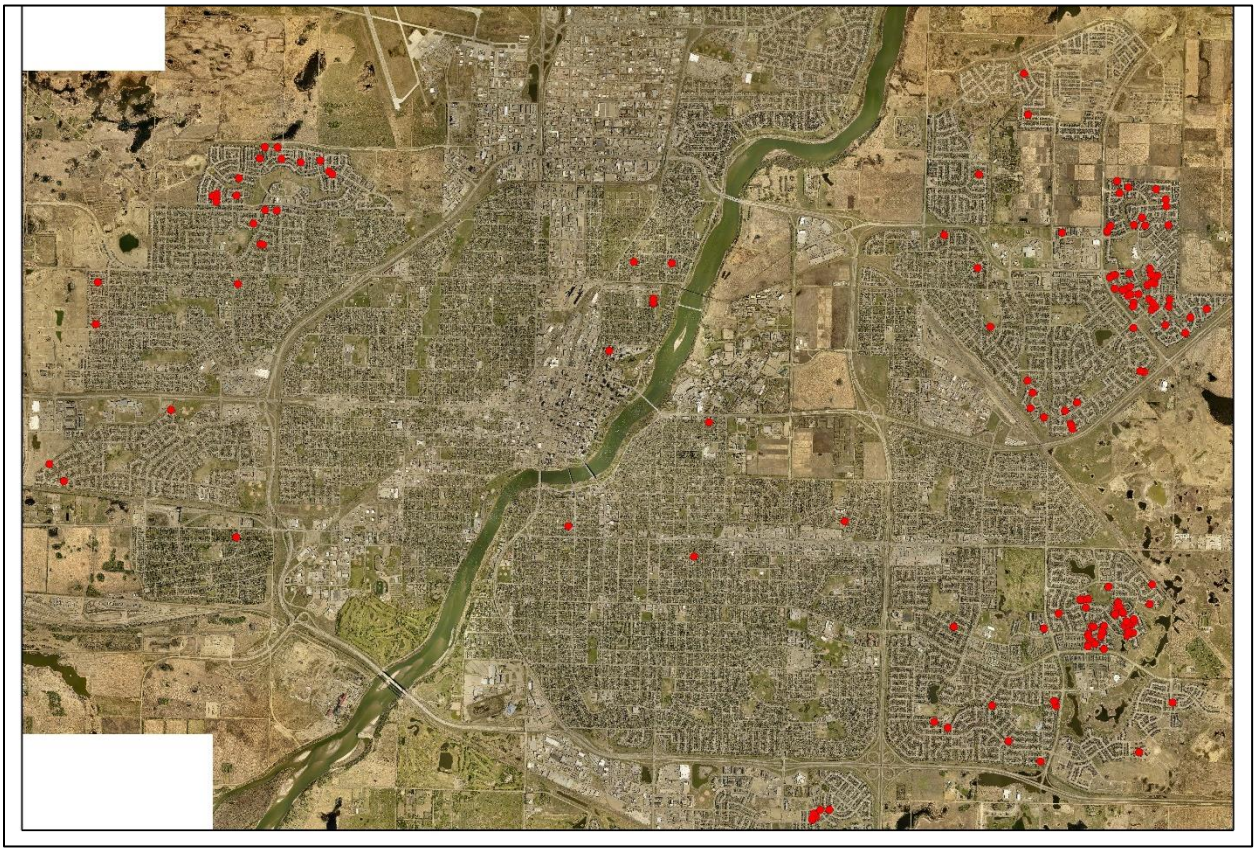
APPENDICES

Appendix #1: Criteria for Determining Return Period of a Rain Event

Time (minutes)	Intensity (mm/hr)			
	2-Year	5-Year	25-Year	100-Year
10	53	85	132	168
15	41	67	104	133
30	26.4	46.1	74	97
60	16.6	28.9	46.5	60
120	10.7	17.5	27.3	35
360	4.7	7.0	10.3	12.9
720	2.73	3.90	5.59	6.91
1440	1.56	2.18	3.07	3.76

The Intensity Duration Frequency (IDF) curves being used by the City are based on rainfall recorded at the Saskatoon International Airport by Environment Canada from 1926 to 1986.

Appendix #2: Locations with High Ground Water and Sump Pump Issues



City of Saskatoon, 2015

Appendix #3: Glossary

Abate: To reduce the amount or lessen the effect of.

Backflow Device: A backflow device or backflow valve is a device that prevents sewage from backing up into basements.

Capital Reserve: Funding that is reserved for long-term infrastructure projects to be undertaken in the future.

Catch Basin: A reservoir located at the point where street gutters discharge into a sewer. These are designed to catch matter that will not pass through the sewer.

Cross Connections: A point where the sanitary and storm sewers are connected and can overflow into one another.

Culvert: A pipe or channel to allow drainage to flow under a road, sidewalk, railroad, or similar obstruction.

Drop Structure: A device used in sanitary sewer collection systems to drop wastewater at a level in the manhole so that maintenance can be conducted during flow.

Dry Ponds: Storm water basins that temporarily store water during and after heavy rainfall events then slowly release the water and return to a dry state.

Effluent: Treated water discharged back into the river.

Force Main: Sewer pipes that utilize compressors or pumps to move liquid under pressure when the liquid cannot be moved with the use of gravity.

Imperviousness: Ability of a material (e.g. soil, pavement) to not allow fluid to pass through.

Infill (Development): Development of land within already developed areas.

Infiltration: Groundwater seeping into sanitary sewers through cracks and crevices such as defective pipe joints and broken pipes.

Inflow: Water flowing into the sanitary sewer through large openings such as cross connections and weeping tile.

Leads: Piping that connects the main sewer line to other infrastructure such as catch basins.

Lift Station: Facility designed to move wastewater or storm water from lower to higher elevations with pumps.

Outfall: A place where a sewer discharges to a body of water such as river or lake.

Return Period: The estimate of the likelihood of a rainfall event. A two-year rain event would have a 50% likelihood of occurring in any given year. A five-year rain event would have a 20% likelihood of occurring in any year.

Service Connection: The point of connection between the municipal sewer system and the customer's system.

Sub-drainage: Typically perforated pipe used to drain groundwater and seepage.

Sump Pump: A pump used to remove water that has accumulated in the water-collecting sump basin in basements.

Superpipe: A large sanitary storage tank to handle surcharged wastewater.

Weeping Tile: A porous pipe used to collect and discharge groundwater from the base of a footing.

Wet Ponds: Storage basins that permanently hold water throughout the year.

Storm Water Infrastructure Capacity Expansion Option

Introduction

Many areas throughout Saskatoon experience surface flooding during severe storms. In 2014, 30 known flood sites were modelled and prioritized for flood risk based on set criteria:

- Risk of surface water reaching the property and the building
- Classification of roadway affected
- Number of properties potentially affected

The following areas were identified as the highest ranking sites based on modelling and were examined in more detail to provide high level costs for improvements:[1]

1. Ruth/Cairns
2. First Street/Dufferin Avenue
3. Cascade Street/Dufferin Avenue

Based on testing of several options for each site, a capital infrastructure solution, using local ponds and increased pipe sizes, was identified as the preferred option to minimize flooding. Flood wall installation would be considerably less expensive, but is not effective in some cases and community engagement deemed these to be less desirable than the other infrastructure-based improvements.

The cost to reduce the risk for flood water reaching within three meters of 130 houses[2] in the top three high risk areas for a "1-in-10 year" rain event was estimated to be $17.3 million in 2014, and with inflation, is estimated to be $18.9 million in 2017 or an average of $6.3 million per area, and $141,000 per property protected to within three meters.

A decision to implement capital improvements to reduce the risk of flooding should consider economic factors and non-economic factors, particularly quality of life. Once the City's direction is determined and communicated, citizens living in at-risk areas can make more informed decisions about any actions they need to take to flood-proof their properties.

[1] Ruth-Cairns had no known PDAP claims from 2010 to 2016.
[2] More detailed modelling indicates 134 properties could benefit.

Provincial Disaster Assistance Claims

Between 2005 and 2016, the Provincial Government Disaster Assistance Program (PDAP) [3] paid approximately 256 claims for non-insurable surface flooding from severe rain events valued at about $1.4 million ($2017).[4]

More detailed information available from the 2010 to 2016 PDAP surface floods claims in Saskatoon identified the following:

- About 24% (208 out of 880) of total flood claims were due to surface flooding from rainwater flowing overland (i.e. through doorways, windows, ventilation openings, permeable brickwork, etc.) The value of surface flood claims was about 22% of the total non-insurable flood claim damage in Saskatoon ($1.0M of $4.8M total). The majority of flood claims were from seepage (high groundwater as a result of a severe rain event seeping through drains or cracks in basement walls).
- Flooding occurs in areas throughout Saskatoon. The 208 claims were in 175 postal code areas.
- Most flooding is relatively localized to the low spots within neighbourhoods. Postal code areas have an average of 19 houses, but of the 175 postal code areas with surface flood claims, only four had more than three claims.
- The PDAP surface flood claims ranged in value from $500 to $23,000, and averaged about $5,500 per claim.
- Ten postal code areas had claims totalling more than $20,000.
- The postal code area with the highest total claim value was in the Central Business District (approximately $34,000). Postal codes areas in the City Park, Westview, Varsity View, Lakeview, Confederation, and Stonebridge also had claims of more than $20,000.

Of the 30 modelled flood risk zones, 17 zones had PDAP claims (53 claims totaling about $292,000 in 2010 to 2016). Claims in these 17 zones represented about 25% of all surface flood PDAP claims and about 28% of the total value of claims in 2010 to 2016. Average claim damage in flood risk zones is slighter higher than the average for all claims. Five postal code areas in the Confederation / Laurier vicinity represented about 7.5% of surface flood claims (15 claims totalling $80,000).

[3] PDAP assists eligible property owners recover from the effects of natural disasters, such as flooding, by covering loss to uninsurable, essential property (PDAP does not cover damage caused by sanitary sewer backups). PDAP contributes up to $240,000 per home towards seepage or surface flooding damage from an identifiable storm event. A deductible of 5% is payable by the property owner for principal residences. Eligibility is being reviewed because private insurance for surface flooding was introduced in 2016.

[4] Interviews with claimants indicated no surface flooding in 2005. Surface flooding in 2007 was extrapolated at 24% of claims - the percentage of surface flood claims from 2010 to 2016. There were no flood claims in 2006, 2008, 2009, 2015 or 2016. Claims were inflated at 2.5% per year to estimate 2017 current dollars.

Benefit/Cost Assessment

Benefits

The most important benefit of reducing flooding risk is the increased quality of life for residents living in risk areas by reducing the stress related to both actual and potential flooding. Any reduction in time that citizens expend in dealing with flooding and repairs is also beneficial.

The economic value of benefits from reducing surface water flooding and resulting damage is complex to estimate because assumptions must be made about when intense rain events will occur, the intensity of these storms, and the resultant damage. Each storm event's impact is different. The damage is partly dependent on elevations and the actions that citizens have taken to flood-proof their properties.

The following summarizes the best estimates of economic benefits associated with reducing flood risk in the top three high risk areas:

- Based on PDAP flood claims from 2007 to 2016, about $64,000 ($2017) in actual total surface flood damage could have been prevented in the three areas over the last 10 years (nine claims).[5]
- Modelling of a worst case scenario over 10 years for 130 properties with average flood damage of $12,200 per property estimates damage of up to $1.64 million over 10 years (26 times the amount of average actual damage of $491 per property recorded over the last 10 years).[6]
- Reducing flood risk could increase the value of properties in affected areas.

The financial benefits of making improvements to reduce flooding would mainly flow to the provincial PDAP program which has covered 95% of uninsurable surface flood damage if it continues. In 2016, private sector surface flood insurance became available in Saskatchewan, so reducing risk could also reduce costs for insurance companies. Saskatoon and other Saskatchewan municipalities are not legally liable for surface flood damages to private properties unless there is negligence.

Costs

- The cost to reduce the risk for flood water reaching within three meters of 130 houses[7] in the top three high risk areas for a 1-in-10 year rain event was estimated to be $17.3 million in 2014. Using an estimated municipal inflation rate of 3%, the cost is estimated to be $18.9 million in 2017 or an average of $6.3 million per area.[8]

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[5] Assumptions include $44,173 actual claims paid from 2010 to 2016 in the three risk areas; assumed additional claims in 2007 valued at 11.5% of 2010 to 2016 claims, inflation at 3% annually (10 years for 2007 claims and 7 years for 2010 - 2016 claims); all claims grossed up from 95% to 100%. No PDAP claims for surface flood damage in 2005 or 2006 were made. Some of the nine claims may have been for the same property which experienced more than one flooding incident over the ten years.

[6] Assumptions are based on 130 houses.

[7] More detailed modelling indicates 134 properties could benefit.

[8] Edmonton invested $384 million to reduce flooding in 64 neighbourhoods since 2004 (an average of $6.0 million per neighbourhood prior to inflation).

- The cost to reduce the risk of flooding in a 1-in-10 year rain event ranges from about $80,000 per house at Ruth-Cairns to $264,000 per house at Cascade-Dufferin.
- Increasing capacity in these areas could set a precedent for other areas. The average cost per property in areas where fewer properties are impacted is likely to be significantly more.
- Park space currently used for recreation (e.g. soccer) could be converted to a dry storm water pond, and continue to be used for recreation, although potentially at a diminished level.
- Funding the capital program will increase costs for Saskatoon citizens and businesses. Alternatively, if funding is redirected from other storm water programs such as asset preservation, the longer term costs could be significantly higher.

The economic payback period to remediate all three high risk flood areas based on modelling would be, at best, about 115 years based on worst case flood damage of $1.64 million every ten years as indicated above.[9]

If a decision is made to fund large-scale capital projects to reduce the risk of flooding in high risk areas, the first area that is recommended to be remediated is First Street/ Dufferin Avenue because of the following:

- Has experienced the highest number (five) and value ($41,000[10]) of surface flood claims (Ruth/Cairns has no documented surface flood claims over the last ten years).
- Has the shortest payback period (68 years) based on modelling for worst case flooding (Cascade/Dufferin is 173 years).
- Has the lowest overall estimated capital cost ($3.8 million versus $10.8 million for Cascade/Dufferin) which could be funded in 2018 through reallocating funding from the capital reserve, riverbank stabilization, and asset preservation.
- Has a below average cost per property protected based on modelling for worst case of flooding ($106,000 compared to $80,000 for Ruth/Cairns and $264,000 for Cascade/Dufferin).

Although solution costs have not been researched for the other at-risk areas, if the cost per area were to be a similar order of magnitude and average $6.3 million per area, the extrapolated cost for the 30 modelled at-risk areas could range up to $189 million.

[9] Economic payback period is the amount of time it would take for economic benefits (flood damage prevented) to equal the economic costs. The costs are based on capital costs only and assume no increased costs for annual maintenance.
[10] Inflated to $2017 at 3% annually and grossed up from 95% to 100%.

Neighbourhood Improvement Levy Option

Saskatoon's 1994 Local Improvement Program (Bylaw 5257 *The Local Improvement Procedure* Bylaw) allows for Neighbourhood Improvement Levies to be collected. [11] If a decision is made to expand the capacity of the storm water network in the three modelled at-risk areas, a $600 annual levy for the 134 modelled properties that would benefit from increased storm water capacity would generate $804,000 over 10 years.

The main advantage to a levy would be the additional revenue and cost sharing for new infrastructure. Some residents who are at greatest risk of flooding would likely support the levy because reduced flood risk would improve their quality of life and increase the value of their property. The City's cost of providing higher service levels for storm water infrastructure in new neighbourhoods is passed on to property owners in the form of development levies.

Other considerations include the following:

- Neighbourhood Improvement Levies require that a majority of impacted property owners support the levies.
- The cost may be considered high relative to the cost property owners incurred over the last 10 years (93% of the 134 properties incurred no damage, and others with damage could have recouped 95% of the damage from PDAP).
- Some property owners have already made significant investments to make their properties resilient to flooding, and therefore they may be opposed to contributing financially to reduce flood damage in the area.
- The cost may be considered high relative to the additional cost of surface flood insurance of about $100 per year when added to other property insurance (surface flood insurance became available in Saskatchewan in 2016.)
- The revenue generated would be less than 5% of the estimated capital cost. The cost of managing, billing and collecting the levies would be high relative to the revenue generated.
- Neighbourhood Improvement Levies have not been implemented in Saskatoon for several years. Other infrastructure improvements that primarily benefit specific areas have been funded through general revenues.
- Adding a new fixed annual cost may reduce the quality of life for some residents, particularly fixed income residents who may be required to make difficult decisions to adapt to the higher costs.

[11] Assessing Owners' Share District Storm Sewers 16) In assessing the owner's share of the cost of construction of a district storm sewer, the said rate shall be specially assessed upon: (a) the land directly abutting upon the work; (b) the land not abutting directly on the work but deemed by Council to be benefitted thereby.

East Riverbank Stabilization Funding Option

Reserve funding of $3.0 million is recommended to fund unexpected riverbank slope failures that put strategic public infrastructure including bridges, Saskatchewan Crescent and Meewasin Trail at risk. Since 2012, the Storm Water Utility funded approximately over $1.0 million annually for East Riverbank monitoring and stabilization. Based on recent projects, slope and roadway restoration costs range from about $1.5 million to $3.0 million per project.

Responses to a survey sent to municipalities in 2016 indicated that riverbank stabilization is commonly funded by property taxes (e.g. Kelowna, Red Deer, Barrie, Markham), with provincial grants sometimes being available in British Columbia. Abbotsford was the only municipality responding that indicated use of their storm drainage fee to fund riverbank stabilization.

The Government of Saskatchewan will consider emergency funding through PDAP for municipal infrastructure that is damaged during a severe storm event but will not fund repairs due to the high groundwater levels which have recently triggered Saskatoon's riverbank slumping. No other provincial program funding currently is available for riverbank remediation.

If the City of Saskatoon were to fund the projected average $1.0 million for annual riverbank monitoring and stabilization costs through property taxes, a tax increase of 0.5% would be needed.
Considerations for funding riverbank stability through the mill rate include the following:

<u>Advantages</u>

- The current funding for storm water management charges is based on a user pay principle for the run-off generated to our storm water system. The riverbank instability is not caused by the storm water run-off.
- More funding from the Storm Water Management revenue would be available to use to maintain and preserve storm water infrastructure and improve drainage.
- Decisions to remediate Saskatchewan Crescent and Meewasin Trail would be evaluated against remediating other roadways and sidewalks throughout the City and would be based on priorities and available infrastructure funding.

<u>Disadvantages</u>

- Slope stability is unpredictable and can happen quickly. Continued Storm Water Utility funding may provide more flexibility to fix the slumping more quickly which could reduce costs for taxpayers in the future.
- Saskatchewan Crescent and Meewasin Trail along the East Riverbank have a strategic importance that many residents throughout the City value. Remediation may not be completed as quickly if funding is competing against other planned infrastructure projects.

- A reduction in provincial contributions to the City has put pressures on property taxes, which makes adding additional expenses to the mill rate more difficult to absorb.
- Slope stability is impacted by rainfall and resulting groundwater levels, which can be considered part of storm water responsibilities.

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From: City Council
Sent: August 18, 2017 9:21 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Friday, August 18, 2017 - 09:20
Submitted by anonymous user: 207.195.86.191
Submitted values are:

Date: Friday, August 18, 2017
To: His Worship the Mayor and Members of City Council
First Name: Jennifer
Last Name: Kerr
Address: 1409 Early Dr
City: Saskatoon
Province: Saskatchewan
Postal Code: S7H 3K1
Email: jennkerrgaspar@sasktel.net
Comments:
I am requesting to speak at the August 28th 1pm meeting regarding follow up to flooding on Early Drive. I'm not sure if my submission when through earlier this month. I'm not covered under my home insurance and I'm on my 10th day of clean up. Any update would be greatly appreciated. I am to return teaching on Aug 28th and I'm on my own. I do not have resources to property clean up and identify the moulds and odours coming from a basement area that leaked due to saturation. I don't know what else to do.
Jennifer Kerr
1409 Early Dr

The results of this submission may be viewed at:
https://www.saskatoon.ca/node/398/submission/190523

STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Hydropower Project – Memorandum of Understanding with the Saskatoon Tribal Council

Recommendation of the Committee

1. That the City Solicitor prepare a Memorandum of Understanding with the Saskatoon Tribal Council in accordance with the general terms set out in the report of the A/General Manager, Corporate Performance Department dated August 15, 2017, for the purpose of studying the financial feasibility of a hydropower project at the Saskatoon weir; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the Memorandum of Understanding under the Corporate Seal.

History

At the August 15, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated August 15, 2017 was considered.

Attachment

August 15, 2017 Report of the A/ General Manager, Corporate Performance.

Hydropower Project – Memorandum of Understanding with the Saskatoon Tribal Council

Recommendation
That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

That the City Solicitor prepare a Memorandum of Understanding with the Saskatoon Tribal Council in accordance with the general terms set out in this report for the purpose of studying the financial feasibility of a hydropower project at the Saskatoon weir, and that His Worship the Mayor and the City Clerk be authorized to execute the Memorandum of Understanding under the Corporate Seal.

Topic and Purpose

The purpose of this report is to request approval to enter into a Memorandum of Understanding (MOU) with the Saskatoon Tribal Council (STC) to study the financial feasibility and joint ownership of a proposed hydropower project on the South Saskatchewan River at the Saskatoon weir.

Report Highlights

1. Administration has negotiated a potential MOU with the STC that outlines the general terms for a mutually beneficial partnership to study the development of a proposed hydropower project at the weir.
2. SaskPower may be interested in purchasing electricity generated by the hydropower station under a long-term power purchase agreement facilitated by the First Nations Power Authority. One of the next steps for project development would be to engage in discussions with SaskPower to confirm their interest in purchasing electricity from the hydropower station.

Strategic Goals

This report supports the short- and long-term strategies to strengthen relations with local Aboriginal organizations under the Strategic Goal of Quality of Life, and the 2017 commitment to the Truth and Reconciliation Commission Calls to Action.

This report also supports strategies to increase revenue sources and reduce reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability, and to create new sources of green energy where feasible under the Strategic Goal of Environmental Leadership.

Background

Pre-feasibility engineering and environmental baseline studies of several possible design concepts for a hydropower station at the Saskatoon weir were completed in

2009, and also considered a proposed pedestrian walkway and white water park feature. The studies concluded that the proposed development was technically feasible, and could be economically viable depending on the market value of the electricity produced.

At its meeting held on March 27, 2017, City Council directed Administration to prepare a MOU with STC that outlines a joint ownership model for the hydropower station. Joint ownership between the City and STC will bolster all aspects of the project and benefit both parties. The partnership will strengthen applications to senior governments for rates and capital contributions, and the combined resources of both agencies result in a stronger project team during the investigatory and construction phases, should the project proceed to construction.

Any consideration for a white water park feature would require leadership interest from either a developer, private operator, or non-profit organization. A separate report is planned to be presented to the Governance & Priorities Committee for consideration this fall, and will discuss the water park in the context of a Master Plan for Sport, Culture, and Recreation facilities. Administration will need direction as to whether the water park will be included in the development by December 2017.

At its meeting held on June 12, 2017, the Standing Policy Committee on Environment, Utilities and Corporate Services received a request from the Saskatoon Environmental Advisory Committee that the Administration discuss other renewable power opportunities along with potential partnerships with STC. High-level discussions have taken place and there may be interest in other partnership opportunities in the future for different types of renewable power development, including solar photovoltaic projects. A separate report is planned to be presented to the Standing Policy Committee on Environment, Utilities and Corporate Services this fall regarding opportunities for solar power development in Saskatoon.

Report

General Terms of the MOU

Administration met several times with STC since March 2017 to establish the general terms of an MOU that will meet the goals of both parties. The MOU has been defined based on the general terms set out in this report, as follows:

1. Through the MOU, the STC will see economic, employment, and educational opportunities during the construction and operation of the proposed hydropower station.
2. If the project is determined to be financially feasible and agreeable to both parties, it is intended to then issue a Request for Proposals (RFP) to enter into a contract with a third party hydropower development partner to develop, construct, and operate the project for a negotiated term (e.g. 30 years). This would require negotiating a further Business Agreement that would be brought back to City Council for approval prior to the issuance of an RFP.
3. During this term, the hydropower development partner would be required to pay an annual dividend to be shared equally by the City and STC. The City could use

its share of the dividend to pay for the cost of a proposed pedestrian walkway over time.

4. At the end of the contract term, the hydropower development partner would be required to turn over the hydropower station to the City and STC in serviceable condition to operate and maintain from that time onward in order to provide a long-term revenue source to both parties.

Electricity Sales to SaskPower

One of the next steps for project development would be to submit a proposal to SaskPower to confirm their interest in purchasing electricity from the hydropower station. The STC is working with the First Nations Power Authority, who has a Master Agreement with SaskPower to procure market-value electricity from First Nations led projects that meet SaskPower's supply development plans and its commitment to renewables.

Options to the Recommendation

The City could approach SaskPower independently to negotiate a Power Purchase Agreement for the proposed hydropower station. This option is not recommended as the City would not realize all of the benefits of a partnership with STC identified in the report.

SL&P could interconnect the hydropower station to its own grid and offset bulk power purchases from SaskPower. This would be a wholly City led project, and the City could use the project towards its corporate or community emissions targets. This option is not recommended as the internal rate of return is lower than all other development concepts.

Public and/or Stakeholder Involvement

Consultation will be ongoing with stakeholder groups such as the Meewasin Valley Authority, Saskatchewan Ministry of Environment, Water Security Agency, University of Saskatchewan, community-based special interest groups, and local residents.

Communication Plan

While many of the project details are unknown until further work is carried out, citizens can find information about the project at saskatoon.ca/hydropower. Communications planning will be ongoing as the project progresses and will include website updates, media relations, and advertising where required to promote opportunities for citizens to engage.

Financial Implications

Project investigation to date has been funded from Capital Project #1281 - Sustainable Power Generation Options. The capital cost for the hydropower station is estimated at $60 to 65 million, and could be funded by a third party hydropower development partner. The City may be able to construct the pedestrian walkway at no direct cost to the City, rehabilitate the existing weir, and inherit a long-term revenue producing asset in the future.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Approval of the recommendation in this report does not give the Administration authority to proceed with procurement or construction. The MOU is simply an agreement to jointly investigate the next steps of the project. Subsequent reports will provide City Council with the information it needs to determine whether or not it will proceed with further development of the project.

If the project is determined to be financially feasible and agreeable to both parties, it is intended to then issue an RFP to enter into a contract with a third party hydropower development partner to develop, construct, and operate the project for a negotiated term (e.g. 30 years). Administration will present a proposed Business Agreement with STC for City Council approval in late 2017, to include the terms of a partnership and proposed strategy for developing the hydropower project.

Public Notice

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

Report Approval

Written by:	Kevin Hudson, Metering & Sustainable Electricity Manager
Reviewed by:	Trevor Bell, Director of Saskatoon Light & Power
Approved by:	Angela Gardiner, Acting General Manager, Transportation & Utilities Department

EUCS KH - Hydropower Project MOU with Saskatoon Tribal Council.docx

STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Waste Utility Design Options

Recommendation of the Committee

1. That the Administration continue to develop a program to expand the Waste Services Utility to include variable-pricing options; and
2. That the Administration engage citizens and stakeholders on variable-pricing options based on the information presented in this report, and report back in the first quarter of 2018 with a proposed design and timeline for implementation for a utility model.

History

At the August 15, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the A/General Manager, Corporate Performance Department, dated August 15, 2017 was considered.

Your Committee heard from a representative of the Saskatoon Environmental Advisory Committee advising of the advantages of composting for the City of Saskatoon.

Attachment

August 15, 2017 Report of the A/ General Manager, Corporate Performance.

Waste Services Utility Design Options

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the Administration continue to develop a program to expand the Waste Services Utility to include variable-pricing options; and
2. That the Administration engage citizens and stakeholders on variable-pricing options based on the information presented in this report, and report back in the first quarter of 2018 with a proposed design and timeline for implementation for a utility model.

Topic and Purpose

The purpose of this report is to outline options for expanding the Waste Services Utility to include variable-pricing and the implications of each option.

Report Highlights

1. Expanding the Waste Services Utility would mean reducing property taxes and transferring the cost of some or all waste management services to a monthly bill.
2. A waste utility variable fee-for-service model based on cart size or collection frequency is more feasible and cost-effective than implementing and maintaining the infrastructure required to measure solid waste weight by household.
3. The utility will be designed using the approved community values and will be included within the process for developing the Waste Management Master Plan.
4. A variable-rate utility would provide additional incentive for people to reduce the amount of waste they put in their black garbage cart, allow the City to build a sustainable funding model, and extend the life of the Landfill. Affordability and responsiveness to citizen ability to pay is among the values established by City Council and will be considered in the design of any future waste utility.
5. Implementation of a utility fee can be timed to correspond with providing the actual service level options required to allow citizens to have control over their solid waste utility costs. Capital costs are estimated between $2.5 and $5.15 million depending on program selected. Operating funding of $200,000 will be required to support the administration of the utility.
6. When strategies for enforcement, education, and provision of adequate service are in place, an increase in illegal dumping, as a result of variable pricing, has not been a significant issue in other municipalities.
7. A successful waste diversion program is critical to deferring the closure of the landfill. The costs to close the existing landfill and establish a new landfill are estimated at $26 million and $100 million respectively, in addition to increases in operational costs due to anticipated longer haul distances associated with a newly located landfill.

Strategic Goals

This report supports the Strategic Goal of Environmental Leadership including the four-year priority to promote and facilitate city-wide composting and recycling and the long-term strategy to eliminate the need for a new landfill. It also supports the Strategic Goal of Asset and Financial Sustainability by reducing reliance on residential property taxes and setting long-term sustainable rates.

Background

In January 2017, the Administration brought a report to the Standing Policy Committee on Environment, Utilities and Corporate Services highlighting the funding gap in the business model for civic waste services, and identifying barriers in meeting the performance targets for Environmental Leadership. Administration committed to developing a Waste Management Master Plan and a list of values (environmental, social, and financial) that would be used to assess potential future business models. Funding options (i.e. property taxes, utility charges, and user fees) are a significant component when considering alternative business models.

In May 2017, City Council received the Waste Diversion Opportunities report identifying various tools and approaches to improving waste diversion in Saskatoon. The report addressed the financial performance and stability of civic waste services including alternative options for financing such as a utility fee.

On June 26, 2017, a report entitled Expanding the Waste Services Utility – Key Considerations was presented to City Council on the benefits and implications of a waste utility showing how it aligned with City values. At that meeting, City Council resolved:

> "1. That the Administration investigate a new business model for waste services that includes a waste utility; and
> 2. That the Administration report in August 2017 on a potential design for expanding the Waste Services Utility in Saskatoon."

Report

<u>Design Options for an Expanded Utility for Waste Services</u>

Major benefits of a waste utility include:

- Increased awareness of the full costs of managing waste;
- Increased sense of responsibility and stewardship for waste among citizens;
- Reward waste reduction and diversion;
- Extended life of the Landfill due to increased diversion; and
- Ability to create a sustainable funding model for waste management to ensure safe, responsible and efficient management.

Other centres that have implemented waste utilities utilize a variety of mechanisms to provide variability and control for citizens in waste costs and services. Attachment 1 provides an overview of these models.

Attachment 2 outlines several common options for introducing variable pricing in waste services along with some of the benefits, financial implications, and implementation considerations. Based on an analysis of the implications, the most feasible options for

households having curbside collections are to charge fees based on cart size or collection frequency. These options utilize existing trucks and containers, align with software systems utilized by the City for operations, and are compatible with the City's current utility billing system.

In the United States, it is common to charge by weight. Charging by weight would require on-board scales to be installed on all trucks. Weather and operational constraints would present challenges in achieving compliance with requirements under the Weights and Measures Act and Regulations governed by Measurement Canada. This option would require significant capital investment to purchase new trucks or retrofit existing equipment.

Another common option is to charge per bag as it is a relatively simple way to implement a variable fee in municipalities that have manual collection. Since waste collections are fully automated in Saskatoon, this would be an expensive and challenging change.

All utility model design options involve an investment in software, hardware and staffing to support billing, as well as capital investments including cart replacement and time required to implement operational changes. These capital implications are outlined in the attached Options and Considerations for Variable Pricing. As such, a complete variable pricing utility would take some time to implement and may need to be phased in.

Illegal Dumping and Enforcement Implications

As outlined in Attachment 3, the EPA has found that communities that have implemented variable pricing have less concerns than anticipated with illegal dumping. One study (see attached Illegal Dumping as a Result of Variable Pricing) found that 48% of cities and towns saw no change in illegal dumping, 6% felt it declined, and 19% saw an increase (27% had no information). Illegal dumping is a concern in all municipalities with or without variable pricing, including Saskatoon. The Water & Waste Stream division spends approximately $175,000 per year on clean-up and enforcement. In addition, Roadways & Operations, Parks, and Saskatoon Fire all provide additional clean-up.

Strategies to minimize an increase in illegal dumping, based on experiences from other municipalities in the United States and Canada, are summarized in the attached Illegal Dumping as a Result of Variable Pricing. A report with options for reducing illegal dumping through changes to the Waste Bylaw will be presented to the Standing Policy Committee on Environment, Utilities and Corporate Services in late 2017.

Current Financial Reality Affecting Initial Waste Utility Rate Setting

The Waste Handling Service Line is projecting an estimated $3 million deficit in 2017, which does not include projected deficits in contributions to the Landfill Replacement Reserve (LRR). The LRR is used, in part, to fund capital improvements at the existing landfill. A funding increase is needed in order to sustainably fund waste management, including appropriate transfers to the LRR, appropriate funding for landfill operating

equipment and garbage containers, addressing funding shortfalls in the green cart and compost programs, and providing operating funding for Recovery Park when it opens. Administration will present a Level of Service for waste report in September that will give City Council options for reducing this increase through service level changes.

Transition to a utility will result in a residential utility rate that will be higher than the amount currently paid by each household through property taxes. This is a result of removal of the subsidization of residential solid waste costs by the commercial sector in addition to the need to address the existing program funding gap. There would also be additional costs for the administration and communications associated with the new utility. An indicative rate which considers all of these factors is presented in Attachment 4. Note that these rates are for garbage only, and do not include recycling or organics program costs. As shown in the attached Utility Fee Considerations, the indicative rates are $11.85 for homes with individual roll-out containers and $9.50 for multi-unit dwellings.

Ability to Pay

Responsiveness to citizen ability to pay is among the values established for the design of any future waste utility. Ability to pay can be partially addressed through the design of a variable-priced model as property tax burden is shifted to a user fee that is controllable by the resident. When compared to other cities, the indicative flat rate of $11.85 (see the attached Utility Fee Considerations) is in line with what other Canadians are paying for a similar level of service. In many municipalities, deep discounts are provided for choosing the smallest garbage cart size (see the attached Utility Charges for Waste Services in Other Municipalities) which helps respond to ability to pay.

Administration recognizes that this may not be adequate, especially given that properties having lower assessment values will see a larger increase than high value properties (see the attached Utility Fee Considerations for details). Additional options could be explored:

1. Expand the City's property tax deferral program to low income households (i.e. provide this program to all age group, not just seniors);
2. Provide discounts for garbage, recycling, or green carts for low income residents. Administration notes that this approach (especially if the discount is applied to the garbage cart) is counter to the goals of a waste utility (i.e. user control of costs to incentivize waste reduction).

A number of municipalities continue to fund a portion of the costs of waste services through property taxes. In many cases, this is to reflect the fact that some waste management has public-good benefit to the entire community. This approach does provide some mitigation to the financial impact to households, benefiting ability to pay. This approach also reduces the effectiveness of the user fee as an incentive for waste reduction and diversion.

Affordability concerns can also be addressed through federal and provincial transfers and tax credits. These affordability issues are addressed more broadly in Attachment 5.

Options to the Recommendation

Option 1 – Adopt a Flat Rate Utility Fee Beginning in 2018

Charge a flat fee starting January 2018 with no variable pricing options, moving the current $8.9 million off the mill rate resulting in a reduction to property taxes. Rates will be similar to those suggested in the attached Utility Fee Considerations. There are numerous risks associated with this option which are outlined in Attachment 6. Variable pricing could be introduced at a later date.

Option 2 – Hybrid

This option would involve a portion of waste services being funded through the mill rate, and a portion through a utility charge. For example, a waste management fee of $5 per month could start being charged on monthly utility bills. Another example of a hybrid approach is to phase-in the utility charge, funding all services through property taxes for the first half (or longer) of 2018, and charging a full flat utility fee in the latter part of the year. Variable pricing could be introduced at a later date. The risks and benefits of this approach are outlined in the attached Options to the Recommendation.

Option 3 – Status Quo

The City could stay with a mill-rate funded solid waste program. This would not incentivize solid waste diversion and the current program funding shortfalls would need to be addressed through mill rate increases.

Public and/or Stakeholder Involvement

If City Council directs Administration to proceed with the recommendation, residents will be engaged on the potential models (i.e. variable pricing based on cart size, frequency, or other options) to include in the final designed utility and rate structure. In addition, waste as a utility will be linked to the engagement on the larger Waste Diversion Plan. The Administration is currently developing an Engagement Strategy and Framework to guide implementation and to ensure interactions with the community are meaningful, consistent, relevant, and effective. A report outlining details of the proposed Strategy and Framework will be presented to the Standing Policy Committee on Environment, Utilities and Corporate Services in September.

A Recycling Awareness Survey is completed biannually as part of the recycling program (most recently July 2017). Questions on implementing a waste utility were asked and the results are available in Attachment 7.

In 2010/2011, the Let's Talk Recycling Engagement included surveys and open houses. No specific questions were asked about waste as a utility, however, there were several comments asking the City to consider it.

Communication Plan

A detailed communications plan will be developed in advance of any changes to explain how waste management is funded. The communication goals are to ensure stakeholders are not surprised by any proposed changes, that they understand how funding for waste services will change, and that they know the benefits of a waste utility.

Tactics could include developing Frequently Asked Questions, utility bill inserts, webpage updates, social media outreach, and other advertising opportunities.

In the meantime, Administration is implementing a Waste Diversion Communications Campaign that includes social and traditional media campaigns and a waste challenge to provide the community with information on the importance of waste diversion. This Waste Diversion Communications campaign will coincide with and support an engagement plan for waste diversion and the waste utility.

Policy Implications

A bylaw to establish the waste management utility is recommended. *The Cities Act* provides that the City may establish waste management as a utility. *The Cities Act* does not require that the utility be established by bylaw; however, establishment by bylaw is recommended. This will provide transparency and clarity for citizens in the outlining of the program. Other City of Saskatoon utilities are established by bylaw.

Financial Implications of the Recommendation

The financial implications of options for variable priced utility models are included, where possible, in the attached Options and Considerations for Variable Pricing. Once a design is determined, through resident and City Council feedback, more details on potential rate structures will be brought forward. A capital request for development of a variable-priced model will be brought to budget if the recommendation is approved.

The setting of rates can be completed once a design option is selected and the level of waste services offered has been confirmed. A report discussing level of service associated with garbage collection will be presented to the Standing Policy Committee on Environment, Utilities and Corporate Services in September. Changes to waste diversion services are the subject of a variety of reports tabled with Committee this fall.

Engagement on the proposed models will cost $30,000. Funding is available in the Waste Characterization Capital Project.

Environmental Implications

Research conducted by the US Environmental Protection Agency (2013) of waste programs in Canada and the United States found that waste utility models may improve waste diversion rates by between 6% and 40% (depending on the recovery rate for recyclables in the community prior to implementing the pricing model). In addition, communities reported a reduction in the amount of waste disposed of between 8% and 38%.

Other Considerations/Implications

There are no privacy or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

If the recommendation is approved, the Administration will report to the Standing Policy Committee on Environment, Utilities and Corporate Services in early 2018 on the results of an engagement and recommend options for a variable rate waste utility and business

model that will be incorporated into the Waste Management Master Plan development process.

If Options 1 or 2 are approved, the Administration will report back to the 2018 Business Plan and Budget deliberations on a proposed flat monthly fee for single family and multi-family households to be implemented in January 2018.

Public Notice

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

Attachments

1. Utility Charges for Waste Services in Other Municipalities
2. Options and Considerations for Variable Pricing
3. Illegal Dumping as a Result of Variable Pricing
4. Utility Fee Considerations
5. Solid Waste Pricing and Affordability
6. Options to the Recommendation
7. Waste Utility Survey Results

Report Approval

Written by:	Amber Weckworth, Manager of Education and Environmental Performance
Reviewed by:	Michelle Jelinski, Senior Project Management Engineer, Water & Waste Stream Brenda Wallace, Director of Environmental & Corporate Initiatives Russ Munro, Director of Water & Waste Stream Clae Hack, Director of Finance
Approved by:	Jeff Jorgenson, A/General Manager, Corporate Performance

CP - EUCS AW - Waste Services Utility Design Options.docx

Utility Charges for Waste Services in Other Municipalities

Toronto

Utility fees cover 100% of waste management services and are based on the size of a customer's garbage bin. Services include collection of garbage, recycling, food and yard waste, and household hazardous waste. Each single family utility account receives one annual rebate prorated accordingly on each utility bill. The rebate is per year, regardless of how many garbage bins a household has. The rebate is applied once (based on the largest Garbage Bin on the account) and the annual fee associated with any additional garbage bins is charged at full cost. Residential homes situated above commercial space receive curbside bin service and are included under the same cost structure as Single-Family Households. Customers can also purchase extra bag tags for $5 per bag.

Single-Family	Small (69 L or 1 bag)	Medium (132 L or 1.5 bags)	Large (246 L or 3 bags)	Extra-large (360 L or 4.5 bags)
Actual monthly cost	$20.81	$25.26	$34.30	$39.78
Monthly cost after rebate	$1.88	$11.61	$28.27	$39.78

Multi-family properties are charged a base rate of $2.18 per month (after the rebate of $17.59) plus additional fees based on the overall volume of garbage, with different rates applicable for compacted versus un-compacted garbage. The fee includes collection of recycling, organics, yard waste and household hazardous waste. Customers can also purchase extra bag tags for $5/bag or purchase carts.

Multi-Family (Front-end Collection)	Base Rate per unit per month (after rebate)	Excess Volume (yd^3)
Un-compacted (base volume = 1.917 yds)	$2.18	$14.65
Compacted (base volume = 0.985 yds)	$2.18	$29.31

https://www1.toronto.ca/wps/portal/contentonly?vgnextoid=be7852ca49632510VgnVCM10000071d60f89RCRD

Vancouver

Fees are based on the size of a customer's garbage bin. Green bin collection for organics has an additional charge which is also based on the size of the bin. Recycle BC provides recycling collection with no additional fee. Multi-Family collections also include commercial buildings. Customers can change their bin once per year for free, each additional change has a $25 additional change. Customers can also purchase extra bag tags for $2 per bag.

Single-Family	X-Small (75 L)	Small (120 L)	Medium (180 L)	Large (240 L)	Extra-large (360 L)
Monthly Fee	$6.25	$7.16	$8.50	$9.75	$12.33
Multi-Family	X-Small (75 L)	Small (120 L)	Medium (180 L)	Large (240 L)	Extra-large (360 L)
Monthly Fee	$8.00	$9.08	$10.50	$12.00	$14.91

http://vancouver.ca/home-property-development/garbage-bins-and-green-bins.aspx

Burnaby

In Burnaby, garbage is collected by the City, but is disposed of at a regional disposal facility (i.e. landfill or waste-to-energy) that is owned and operated by Metro Vancouver. Fees are based on the size of a customer's garbage bin. Green bin collection for organics has an additional charge which is also based on the size of the bin. The City of Burnaby provides bi-weekly collection to single-family households for garbage and weekly collections for recycling and yard trimmings/food scraps. Garbage is collected using roll-off metal containers, while yard trimmings/food scraps and recycling is collected in colour-coded wheeled containers. Multi-family properties receive a weekly collection service for garbage, recycling and yard trimmings/food scraps. For Multi-family properties, garbage must be bagged and placed inside the container while recyclables are collected using color coded wheeled containers.

Single-Family	X-Small (75 L)	Small (120 L)	Medium (180 L)	Large (240 L)	Extra-large (360 L)
Actual monthly cost	$6.25	$7.16	$8.50	$9.75	$12.33
Multi-Family	X-Small (75 L)	Small (120 L)	Medium (180 L)	Large (240 L)	Extra-large (360 L)
Actual monthly cost	$8.00	$9.08	$10.50	$12.00	$14.91

https://www.burnaby.ca/City-Services/Garbage---Recycling/Single-Family-Collection---Schedule/Garbage-Disposal-Fees.html

Surrey

An annual Waste Management Fee is charged through property taxes for a standard level of service which includes garbage, recycling, and organics. The City of Surrey collects organics every week; recycling and garbage carts are collected bi-weekly. Single-family households pay a flat rate of $287 per year ($23.91/month) for collection of garbage, organics and recycling, and an additional $12/month for secondary suites. Customers can upgrade to a larger garbage cart (or carts) for an additional fee.

Standard sizes are:

DwellingType	Organics Cart Size	Recycling Cart Size	Garbage Cart Size
Single Family Home	240 L	240 L	240 L
Single Family Home with Suite	240 L	360 L	360 L
Townhouse	120 L	240 L	180 L

	Base Fee (included in Property Taxes)	Additional Cart 80 L/120 L	Additional Cart 80L/240L	Replacement (upgrade) to a 360 L cart
Monthly Fee	$23.91	$11.83	$23.58	$11.83

Multi-family properties using the City services pay a flat rate of $287 per year ($23.91/month) for collection of garbage, organics and recycling.

http://www.surrey.ca/city-services/4690.aspx

Winnipeg

The majority of waste collection and recycling is funded through property taxes. Customers pay a flat rate of $57 per year ($4.75/month) for waste diversion services, this was introduced to fund new waste diversion programs such as yard waste collection and recycling depots. Standard cart size of 240 L is available to Single-family households. They can upgrade to a larger, or additional cart, for an additional fee. A cart delivery fee of $25.00 is applied or resident can pick up the cart at no additional cost.

	Additional Cart 240 L	Additional Cart 360 L	Replacement (upgrade) 360 L cart
Monthly Fee	$8.00	$10.00	$2.80

http://www.winnipeg.ca/waterandwaste/garbage/cartcollection.stm#fee

Lethbridge

Residents pay a variable fee depending on the size of their garbage bin; the fee covers the cost of garbage, recycling, and other waste programs. There is a $25.00 fee to change cart sizes. The cost of a replacement cart is $100.00.

	Reduced Size 240 L or 3 bags	Extra Large 360 L or 5 bags	Additional Cart
Monthly Fee	$19.17	$20.92	$8.75

http://www.lethbridge.ca/living-here/Waste-Recycling/Pages/Waste-Collection-Rates.aspx

Red Deer

A flat fee of $13.35 per month is charged to each single-family household for garbage, recycling, and yard waste; a flat fee of $7.05 per month is charged for recycling. Residents are allowed up to 3-100 L bags of garbage, additional bags are $1 each. Residents can request a second blue box for recycling at no charge and unlimited bags of yard waste. Multi-family properties are charged $4.20 per unit per month.
http://www.reddeer.ca/city-services/utility-billing-service-centre/customer-care/understanding-utility-rates/

North Battleford

A $10.00/month per unit flat fee is charged for garbage collection, and $6.60 for recycling collection. There are no collections for organics.

http://cityofnb.ca/mrws/filedriver/Website_--_Solid_Waste_and_Recycling_Carts_Guidelines.pdf

Calgary

The City of Calgary's garbage collection is supported through property taxes. The waste management charge ($4.90/month) helps offset the costs of disposing and managing residential garbage at the City's three landfills. A monthly fee of $8.30 and revenue from the sale of recyclable materials funds the Blue Cart Recycling program.

http://www.calgary.ca/UEP/WRS/Pages/Garbage-collection-information/Residential-services/Garbage-Collection.aspx

Regina

Garbage is charged through property taxes and recycling is funded through a flat rate of $7.60 per month per unit. Recyclables are collected bi-weekly in a 360 L cart. Garbage is collected weekly in a 240L or 360L cart size (no variable pricing).

http://www.regina.ca/residents/waste/recycle/faq/

Options and Considerations for Variable Pricing

Charges Based on Cart Size

Households choose a cart size based on their needs and are charged accordingly. Typically, larger carts cost more in order to incentivize waste reduction and diversion (i.e. reward households that recycle and compost their waste).

Collection frequency usually stays the same for all residents, although it is possible to have both variable cart sizes and varied frequency of collection to provide additional financial incentives and savings to residents.

This is the most common variable-pricing design for utilities in Canada where automated waste collection is in place. Examples include Burnaby, Toronto, Vancouver, Lethbridge, and Winnipeg. This approach gives residents direct and easy-to-understand control of their waste generation, and therefore, is considered most likely to result in increased diversion and decreased disposal. It involves relatively simple tracking and administration once the utility system is in place. The initial capital cost for carts, however, is high.

Operational Implications:

There are no direct operational savings associated with a smaller cart size as collection frequency does not change. For the most part, the existing fleet and operational process can be used; some modifications will be required to the side-loader used for collections to accommodate smaller carts. Additionally, residents will need some way to change their cart size which will require additional resources for storage, inventory, administration, and deployment. Approximately $200,000 in additional staff resources would be required to administer billing and cover the costs of communications. The City could elect to recoup all or some of these costs through a deployment fee.

Capital Implications:

A large capital expenditure is required to purchase new carts. The range is expected to be $1.3 to $3.9 Million assuming that 25 to 75% of residents will choose a different cart size. A one-time capital cost to identify and deploy smaller carts to residents that want them, along with associated changes to the City's tracking systems (CIS, Elemos) is estimated to cost between $0.75 and $1.25 Million. Any unused surplus inventory of carts will have to be collected from residents and recycled; this would also have cost implications.

Risks

- Difficult to forecast the number of carts in each size that will be required and rates are set in advance so requires contingency to be considered within the rate.
- Smaller carts can lead to overfilling, use of other people's carts, or contamination of recycling/organics carts. This may result in missed collections, contaminated recycling and organics streams, and increased bylaw enforcement (and costs).

Charges based on Frequency per Tip

Households are only charged when they put out their garbage cart. There would likely be a standard charge for the scheduled level of service, with discounts for residents who require fewer collections.

In the case of assessing discounts, in the City of Portland households can currently choose whether they prefer biweekly or monthly collection and pay a reduced fee. This may be unrealistic for Saskatoon where citizens have less experience with a broad set of waste diversion programs: therefore, it may be easier to track tips and provide an end of year rebate. A household that puts their cart out once a month would receive a deeper discount than one that uses their cart 20 times a year.

If a household requires more than the standard level of service, premium fees would be charged as extra resources (e.g. more trucks and drivers) would be required to collect more frequently. A process for this already exists where residents can request a second or larger cart (for a fee).

The number of collections need to be accurately tracked. The Elemos Software, using RFID and GPS technology installed as part of the Efficient Waste System, has been designed to register each pick-up. At this point, the system's functionality and implementation approach have been based on supporting operations rather than full-scale utility billing, which requires a significantly higher level of rigour and a review of system requirements. Use of collection frequency as a method for providing variable-pricing will therefore require improvements to the Elemos system to ensure accurate billing. This option will also require capital investment into carts and a project to identify all carts with their assigned address so there is no confusion. This option provides lower risk of hiding waste in other resident's bins as the residents choose whether their bin is placed out for collection or not.

Operational Implications:

There are operational savings associated with reduced collections such as reduced time and fuel use, as well as reduced wear and tear on trucks and carts.

Administratively, however, tracking and the associated variable billing will require significant oversight by staff, with additional people required to manage, troubleshoot, and provide customer service for this new function.

Capital Implications:

This option uses the existing fleet and carts so has much less requirement for capital expenditures. However, not all carts currently have RFID tags; costs are estimated at over $150,000 to update existing carts and ensure they are tied to the correct civic address.

Risks

- Reliability in tracking collections, and therefore missed or inaccurate billing, for each household if residents are not diligent about returning their cart to their property on non-collection days (an issue specific to back-lane collections and culd-de-sacs).
- Without a high level of oversight and administration for database reconciliation and billing, there is a risk of inaccurate billing.
- May be challenging to ensure appropriate levels of staff and trucks if number of collection points per day is unknown.
- To avoid tipping fees, residents may overfill garbage carts, use other people's carts, or contaminate recycling/organics carts. This may result in missed collections, contaminated recycling & organics streams, and increased bylaw enforcement (and costs).

Charge per Bag

All households receive a standard level of collection but have the option of paying extra for additional bags. These are usually marked with a tag that is sold through local retailers, at City Hall, or online at a rate set by the municipality (ranges from $2 to $5). This system is simple to implement from an administrative perspective as no tracking or billing is required. However, it is difficult to introduce within a fully automated collection system as bags must be loaded manually. Cities that use bag tags either still have manual collection or use it as a secondary variable-pricing option. For instance, in Toronto and Vancouver, collections are mostly done automatically, and residents choose a cart size based on expected generation. If residents need additional capacity they then purchase bag tags.

Capital/Operating Implications:

- Requires rear loader trucks to collect bags; depending on the scale of bag collection, it would range from additional vehicles to replacement of existing collections fleet; rear load collections trucks cost approximately $300,000 each and have an eight month delivery time. There are three in the current fleet: a complete replacement of the fleet would cost at least $7.2 million.
- Requires two staff per truck (one driver and one labourer to collect the bags), a doubling of the current collections FTE allocation.
- Requires implementing standard bag sizes and colour requirements.
- Requires new relationships with the retail sector to ensure appropriate stocking of the required bags.

- Any discontinued resources (e.g. automated side-loader trucks and rollout carts) must be recycled or sold.
- Re-introduction of manual collection (a practice abandoned in Saskatoon in the mid-1980's to reduce the potential for injuries and lost staff time).

Multi-unit Residential Households

A waste utility model may not have the same environmental or social benefits for waste diversion in multi-unit properties as it does for single-family households. Multi-unit properties have waste and recycling collected in communal bins. Individual residents do not have direct control over these bins and are not solely accountable for their waste generation and diversion rates. Most multi-unit dwelling homeowners and renters do not receive monthly utility bills from the City for water or recycling services; rather they are issued to a condominium corporation or a single point of contact. Therefore, most multi-unit residents would not "see" the true costs of managing waste. Some multi-unit residential households currently pay for additional collections, some control exists now for corporations or boards managing properties to reduce their extra collections.

Illegal Dumping as a Result of Variable Pricing

According to the EPA[1], communities that have implemented variable pricing have found that illegal dumping is less of a concern than anticipated. One study[2] found that 48% of cities and towns saw no change in illegal dumping, 6% felt it declined, and 19% saw an increase (27% had no information).

Strategies to minimize an increase in illegal dumping based on experiences from other municipalities in the United States and Canada include:

Enforcement

Successful strategies for minimizing illegal dumping require that the practice of illegal dumping be clearly established as a violation within a local bylaw. Enforcement measures often allow enforcement personnel to search abandoned trash for indications of its origins. Fines or other penalties also are usually included as part of these ordinances.

In Saskatoon, the Waste Bylaw (8310) already has provisions for illegal dumping; however, a report will be tabled at the Standing Policy Committee on Environment, Utilities and Corporate Services in September to suggest amendments to expand the definition of illegal waste, propose an increase in fines for illegal dumping, and introduce more effective ticketing.

Adequate Capacity

The desire for illegal dumping is reduced if the municipality ensures that residents have as many legal options for waste disposal and diversion as possible with adequate capacity. Saskatoon provides 360 L of garbage capacity collected every 2 weeks, with additional weekly collections between May and September. In addition, each curbside property has 360 L of recycling capacity every 2 weeks.

Specific to recycling, in a survey completed in July 2017, 93% of people indicated they were satisfied or very satisfied with the amount of room in their blue cart (single family) and 85% with the amount of room in their bin (multi-family).

Education and Outreach

In tandem with enforcement, communities typically report that public education and outreach can help to prevent illegal dumping from becoming a problem. Simply informing residents about the program and how they can participate will facilitate greater compliance with its rules and procedures. To help allay residents' concerns, communities also can include information in their outreach efforts about how they plan to use enforcement and penalties to control illegal dumping.

[1] https://archive.epa.gov/wastes/conserve/tools/payt/web/html/top8.html
[2] Duke University, described in the Fall 1997 PAYT Bulletin

Utility Fee Considerations

Monthly indicative rates for single-family and some multi-unit residential households (those with individual roll-out carts), as well as the change from their average property tax payments for properties with varying assessments (10th percentile, average, and 90th percentile) are shown in the tables below.

Single-Family Households	**Low** (10th percentile: assessed value of $253,650)	**Median** (average: assessed value of $385,652)	**High** (90th percentile: assess value of $534,450)
Property Tax Currently Allocated to Waste	$3.71	$5.63	$7.81
Commercial Subsidy no longer available	$2.17	$2.17	$2.17
Additional Costs to cover current $3 million funding shortfall	$4.05	$4.05	$4.05
Even Distribution Amongst Users	$1.92	$0.00	-$2.18
Forecasted Utility Rate Estimate	**$11.85**	**$11.85**	**$11.85**

The above table highlights how an indicative utility rate may generate an increase of approximately $6 per month for households living in homes with an average assessed value ($385,652). There are 35,157 homes that have an assessed value lower than this, meaning their increase will be higher than $6, and 24,237 homes that have a higher assessed value and may have a lower increase, few would have an increase lower than $4 per month.

Multi-Unit Dwellings with Communal Containers	**Low** (10th percentile, assessed value, $157,500)	**Median** (average, assessed value, $267,836)	**High** (90th percentile, assessed value $361,100)
Property Tax Currently Allocated to Waste	$2.30	$3.91	$5.28
Commercial Subsidy no longer available	$2.16	$2.16	$2.16
Additional Costs to cover current $3 million funding shortfall	$3.43	$3.43	$3.43
Even Distribution Amongst Users	$1.61	0	$-1.37
Forecasted Utility Rate Estimate	**$9.50**	**$9.50**	**$9.50**

The above table highlights that higher costs would be paid by residents living in condominiums under a utility model. The benefits these residents may experience are difficult to realize given the nature of communal waste management required at each site.

Coinciding Service Level Changes

Administration is currently reviewing options for service level changes to civic waste services. These options may influence the costs for delivering waste services, and therefore, affect the rates under a new utility. The initial report on service levels will be presented to the Standing Policy Committee on Environment, Utilities and Corporate Services in September. Other reports that may affect service levels and costs include the discussion papers on Organics and Industrial, Commercial, and Institution (ICI) waste (to be presented in October).

Current level of service for garbage is biweekly collection in winter, and weekly collection in summer using a 360L cart; with an additional bi-weekly collection (360L) for recycling and optional biweekly green cart collection (360L) in the summer.

SOLID WASTE PRICING AND AFFORDABILITY

[1] INTRODUCTION

Currently, the City of Saskatoon pays for solid waste services—meaning garbage collection, recycling, landfill, and yard and food waste, and other ancillary services—through a mix of property taxes and user fees (or charges). On the one hand, for example, residential curbside recycling is paid for by a flat user charge, meaning each household pays the same amount per month regardless of income levels, or property values. From a public finance perspective, this is an optimal approach given that individual users of the service can be identified, they can also be excluded from receiving the service, and one person's consumption of the service, means that another person cannot consume the service at the same time.

On the other hand, residential garbage collection is paid for by residential and non-residential property taxes, meaning that the cost of residential garbage collection is based on the assessed value of the property. From a public finance perspective, there are several inherent problems with this approach, with the three most prominent being:

- it inefficiently allocates resources as the (marginal) cost for generating garbage is essentially $0/kilogram of waste;
- it violates fairness or benefits equity, as non-residential property taxpayers are paying for a service they do not receive; and
- It violates accountability and transparency issues as there is no connection to the cost of the service and the amount of household waste generation.

As the City of Saskatoon considers the establishment of a solid waste utility, and thereby charging a price for residential garbage collection, some concerns have been raised about how this policy change may affect low income homeowners. In other words, will the change to solid waste pricing increase affordability concerns for certain households? If so, how should this issue be addressed?

The purpose of this document is to provide an overview with respect to solid waste pricing and affordability, or what some refer to as "ability-to-pay". It argues that affordability issues can be addressed in three key ways: (1) the implementation of variable pricing; (2) removing the cost of solid waste services from the municipal property tax; and (3) the expansion of the City's property tax deferral program. However, the document argues strongly against special or discounted fees to address affordability concerns.

The document will address various issues and concepts as it relates to solid waste pricing and affordability. Section two addresses the main objectives for solid waste pricing. Section three addresses the issue of fairness (or equity) for solid waste pricing. Section four provides some considerations to address affordability. Section five provides a brief analysis of the relationship between incomes, age, household size and the amount of solid waste generation (or garbage) for single family households in Saskatoon.

[2] THE OBJECTIVE(S) OF SOLID WASTE PRICING

Solid waste services generally exhibit "private good characteristics" meaning that they are "rival" in consumption and users can be "excluded" from using the service.[1] As such, the public finance literature strongly supports user charges as the most appropriate way to pay for the delivery of solid waste services.

The main economic reason for imposing appropriately designed charges or fees on those who benefit from public services is to provide the public sector with incentives for using resources in the most efficient manner possible. The fee essentially rations goods and services to consumers who place the greatest value on the good or service, thus maximizing efficiency.

Because charges are based on the quantity consumed by a user, they give local government an indication of the level of service demanded thus resulting in a better match between local supply and demand. This is in contrast to a service financed through taxes where users have no incentive to limit their use and may create artificially inflated user demand that governments feel obligated to satisfy.

According to the research, "user fees promote efficiency, equity, compliance costs, visibility, and accountability, which is why the approach of local finance should generally be "whenever possible, charge"."[2] Thus, one objective for charging a fee for a service is to recover the costs of delivering that service. User fees (or charges) accomplish this as the price per person or household is generally based on their use of the service.

However, another important objective for user fees (or charges) for solid waste services is that they can be used as an effective tool to change consumer behaviour, by efficiently allocating or conserving resources. Economic theory indicates that households will consume every item (including garbage disposal services) up to the point at which the marginal benefit is reduced to an extent that it hits the going market price line. If users/households are not charged for a service on a per-use basis, then the going market price for an additional unit of it is zero. In other words, charging for garbage disposal through property taxes suggests that the marginal cost for disposing of a kilogram of solid waste is zero, which is clearly not the case.

[1] For more on these concepts consult the Discussion Paper, "Using the right instruments to pay for the right services: principles, concepts and ideas on how the City of Saskatoon should deliver and pay for the collection and disposal of solid waste," attached to the June 26, 2017 City Council meeting report on a establishing a Waste Utility.

[2] This has been exhaustively covered in the literature. See, for example, Catherine Althaus and Lindsay M. Tedds, "User Fees in Canada: A Municipal Implementation Guide", Paper presented at the University of Waterloo Tax Symposium, June 19, 2014, David G. Duff, "Benefit Taxes and User Fees in Theory and Practice," in University of Toronto Law Journal, 54:4, (2004) 391-447 and Richard M. Bird and Thomas Tsiopoulous, "User Charges for Public Services: Potentials and Problems in Canadian Tax Journal, 45:1 (1997) 25-86.

[3] FAIRNESS AND SOLID WASTE PRICING.

There is often a misconception about the concept of fairness or equity when it comes to paying for municipal services. Where users of a service can be identified, where the service is rival in its consumption—meaning that if I consume the service at a particular point in time, nobody else can without increasing the marginal cost of the service—and if the user can be excluded from using the service, say for non-compliance, then user charges make sense. If these conditions are not satisfied, then it makes economic sense to pay for those services through the tax system.

User fees are based on the concept of who benefits, rather than ability to pay. In other words, user fees satisfy the principle of fairness in the sense that those who benefit from a service pay for it. This is often referred to as the "benefits principle", and is a foundation for local public finance, given the nature of the services that it delivers.[3]

The benefits principle stands in contrast to another measure of fairness, called the "ability to pay" principle. The ability to pay principle maintains that taxes (not fees) should be distributed according to some measure of a taxpayer's ability to pay. Its main goal is to satisfy horizontal and vertical equity concerns.

Horizontal equity refers to treating persons in similar situations similarly. Vertical equity refers to treating persons in different situations differently. This model is more appropriate in a federal and provincial context and when dealing with progressive taxation.

Given this distinction, user fees are often criticized as being unfair because they do not satisfy concept of vertical equity. But vertical equity is related to income distribution and not the cost of paying for service for which individuals benefit.

That said, with user fees, all consumers pay for the cost of the good or service regardless of their income, a key measure for ability to pay. Ability to pay is the most frequent argument against user fees, specifically that they are regressive. The literature, however, is not conclusive regarding the regressive nature of user fees.[4]

According to the literature, the evidence suggests three main arguments against regressivity of user fees:[5]

- upper-income households benefit disproportionately from free public services;
- user fees allow low-income consumers to adjust their consumption to lower levels, thereby paying less than they would under a property tax system; and
- any regressive or disproportionate effects can be minimized or even reversed with careful design, revenue uses, and compensation mechanisms.

[3] See for example, Harry Kitchen, "Financing City Services, Part 1: Operating Expenditures," (Calgary: Manning Foundation for Democratic Education) October 10, 2013; obtained from http://manningfoundation.org/Docs/Operating-Expenses.pdf
[4] See Tedds and Althouse at note 2.
[5] See Ibid.

[4] ADDRESSING AFFORDABILITY WITH SOLID WASTE PRICING

Given the analysis in the previous sections, it appears that there are two public policy problems with solid waste pricing. On the one hand, the City is trying to appropriately manage scarce resources, a problem that comes from removing the price incentive mechanism when services are offered free on a per-use basis (an efficiency issue).

On the other hand, the City is trying to ensure that the burden for delivering the service that the community considers necessary is distributed fairly. On this point there should be a tax structure and an income support system that can effectively redistribute income in the desired way. This generally comes from federal and provincial governments since they have access to progressive taxes.[6]

Therefore, the City should not offer fee discounts as it jeopardizes the main objectives of the charging a fee for solid waste services. The practice of discounting user fees is inefficient because the group paying the lower price will not be covering the same share of operating and capital costs as the group paying the higher price.

For those paying a lower percentage of costs, an incentive exists for overuse and overconsumption. This, in turn, often leads to a demand for more services and higher service levels than is economically efficient and, ultimately, more infrastructure investment than would be the case if every user paid the same price for the same service.[7]

The incentive provided by user fees makes a major contribution toward solving the problems of resource waste, while using a variety of related policy instruments will address the equity issue. By using these policies together, there is strong possibility of achieving a "win-win" outcome concerning both efficiency and equity objectives**.**

By addressing affordability, consideration of the incidence of any other tax or taxes that might be reduced at the same time and the incidence of the publicly provided goods and services to which any revenue is devoted. Below are some policy considerations that the City has control over to help address affordability concerns.

4.1 Variable Pricing:

One of the most important advantages of a variable-rate program may be its inherent fairness. When the cost of managing waste is hidden in taxes (or charged at a flat rate,) households who recycle and divert waste subsidize their neighbours' wastefulness. Under variable pricing, residents pay for what they throw away. Thus, those households that generate less waste will be able to reduce their costs.

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[6] For example, see Robin W. Boadway and Harry M. Kitchen, Canadian Tax Policy, 3rd edition, Tax Paper No 103 (Toronto: Canadian Tax Foundation, 1999).

[7] Much of the proceeding discussion is based on Harry Kitchen, "No Seniors' Special: Financing Municipal Services in Aging Communities," IRPP Study, (Montreal: Institute for Research on Public Policy, No 51, February 2015) 24

4.2 Removing Costs of Solid Waste from the Municipal Property Tax:

By removing the cost of solid waste services from the property tax base, this will reduce the taxes for residents and businesses. Currently, non-residential property tax payers are paying for solid waste services but do not receive the service. But because the solid waste user fees are not charged on top of the existing property tax funded system, this will help to reduce the overall burden.

4.3 Expand the City's Property Tax Deferral System:

The City currently operates a low income seniors' property tax deferral program. However, this violates horizontal equity concerns because it is offered to a select group of low income homeowners. The City could expand the program to all low income homeowners, which may help them address any potential tax increases to pay for other City services.

Finally, consideration should be given to the federal provincial low income tax credits and transfer systems. For example, recent changes to Saskatchewan's low income tax credits will help to address affordability concerns for low income households. Although the City has no control over this component, they are something to pay attention to.

[5] WASTE GENERATION, HOUSEHOLD INCOME, AGE AND HOUSEHOLD SIZE; IS THERE A STATISICAL RELATIONSHIP?

There has been curiosity about the relationship between incomes, age, household size and the amount of solid waste generation for single family households. In other words, do lower income households generate more waste than middle or high income households or vice versa? Do households with different age characteristics generate more or less waste? Do larger households generate more waste?

To address these issues, the Administration investigated the relationship between these variables and waste generation. In terms of waste generation, the data was obtained from the City of Saskatoon's 2016 Waste Audit. The City of Saskatoon (City) retained 2cg Inc. (2cg) (as a sub-contractor to Dillon Consulting) to conduct waste audits to estimate the composition of wastes destined for landfill and various recyclable streams.

In early 2016, the City selected ten sampling areas, or neighbourhoods, of 10 single family homes in the City for use throughout this project. These neighbourhoods reflect the range of different demographic and socioeconomic households and were selected to facilitate the collection of representative samples. The amount of waste generation was calculated as kg/household/week (or kg/hh/week).

5.1 Waste Generation and Income

Based on the waste generation (i.e., garbage) sample data for single family households by neighbourhood, the Administration then matched household incomes to each of the sample neighbourhoods, using the most recent income data. Income was obtained from the 2011 National Household Survey (NHS). We use median household incomes (meaning the point at which half of the incomes are higher and half of the incomes are lower) for each neighbourhood.

The Administration then conducted an analysis to determine if there is any correlation between the two variables. To be statistically significant, the correlation coefficient needed to be above 0.49 for total income and 0.44 for after tax income. For total income, the results yielded a correlation coefficient of 0.25. For after tax income, the results yielded a correlation coefficient of 0.28. These weak relationships are illustrated in charts 5.1 and 5.2 in Appendix 1. The non-linear relationship between the variables indicates no correlation.

Given this analysis, we can therefore say that there is no statistically significant correlation between median household incomes and the amount of waste generated by households in the sample neighbourhoods.

5.2 Waste Generation and Age Cohorts

The Administration conducted a similar analysis with respect to various age cohorts. Again we matched the age cohorts to each sample neighbourhood, using the Saskatchewan Health's Population Estimates for 2016. This data source was chosen simply because the population is grouped by age cohorts and neighbourhood.

To conduct the analysis, we determine the age of the population of the sample neighbourhood by using cohorts. The cohorts are grouped as follows: (1) 0-5 years; (2) 6-17 years; (3) 18-64 years; and (4) 65 years and over. We then determine the percentage of each cohort relative to the age of the population. Naturally, the largest cohort is the 18-64 years.

That said, we are interested in determining the age distribution of each neighbourhood to see if there is some statistically significant relationship between various age cohorts and waste generation in the neighbourhood. In other words, do neighbourhoods that have a higher percentage of the population aged 6-17 years tend to generate more waste (or garbage)?

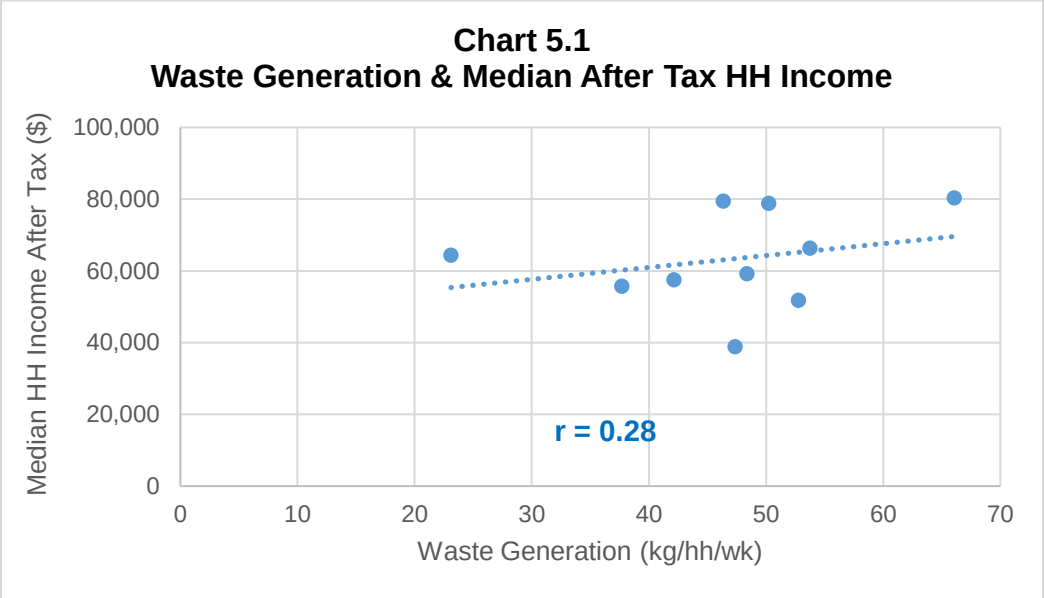
The analysis reveals that there is no statistically significant correlation between the amount of waste generated and various age groups in the sample neighbourhood. These results are illustrated in charts 5.3 through 5.6 in Appendix 1.

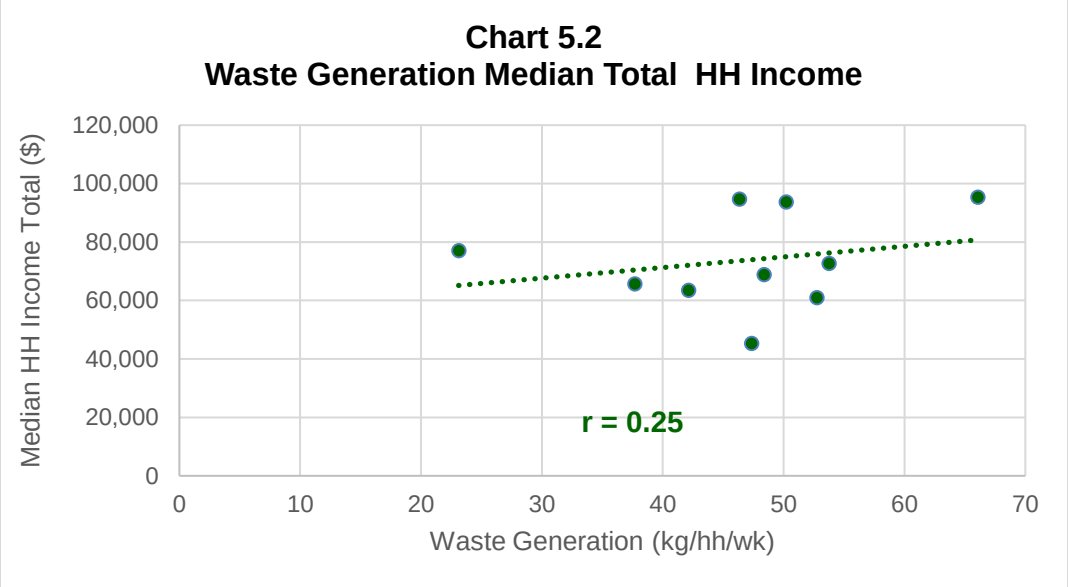
5.3 Waste Generation and Household Size

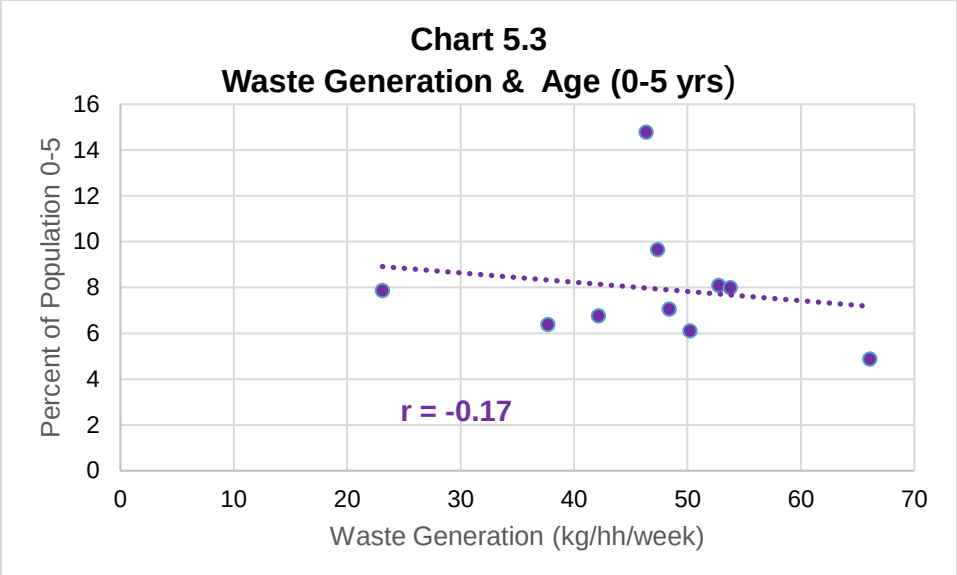
Finally, the Administration conducted a similar analysis on the relationship between waste generation and average household size by single family household in the sample neighbourhoods. To conduct this analysis, the Administration matched the average single family household size for each of the sample neighbourhoods, using data obtained from the NHS. The purpose is to determine whether or not neighbourhoods that have larger households generate more waste.

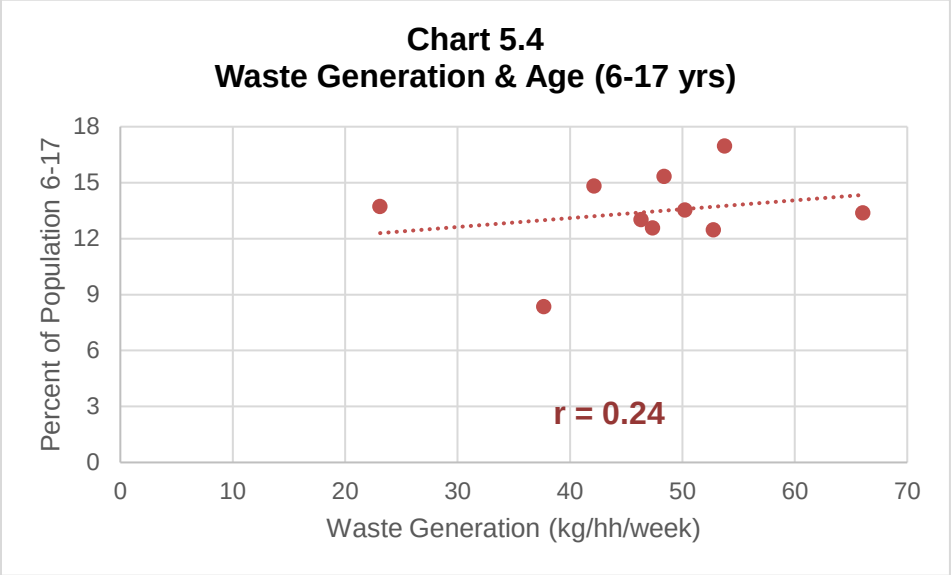
The analysis reveals that there is no statistically significant correlation between the amount of waste generated in a neighbourhood and the average size of the household. In fact, the relationship is flat, as illustrated in chart 5.7 in Appendix 1.

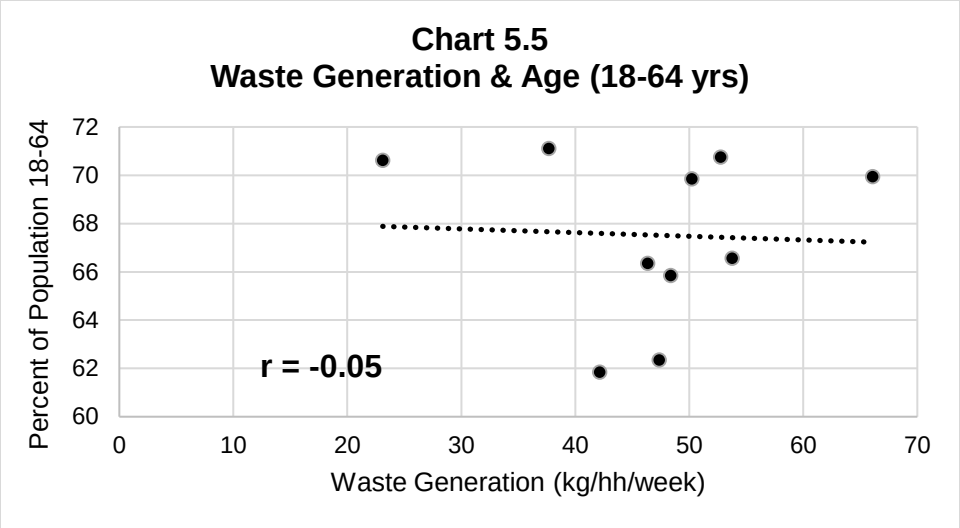
APPENDIX 1

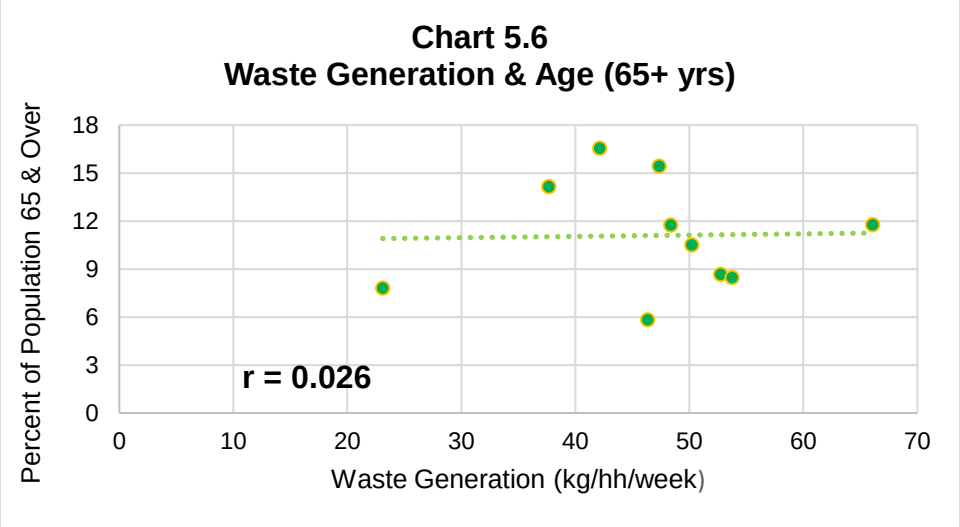

Chart 5.1
Waste Generation & Median After Tax HH Income
Median HH Income After Tax ($)
100,000
80,000
60,000
40,000
20,000
0
0
10
20
30
40
50
60
70
Waste Generation (kg/hh/wk)
r = 0.28

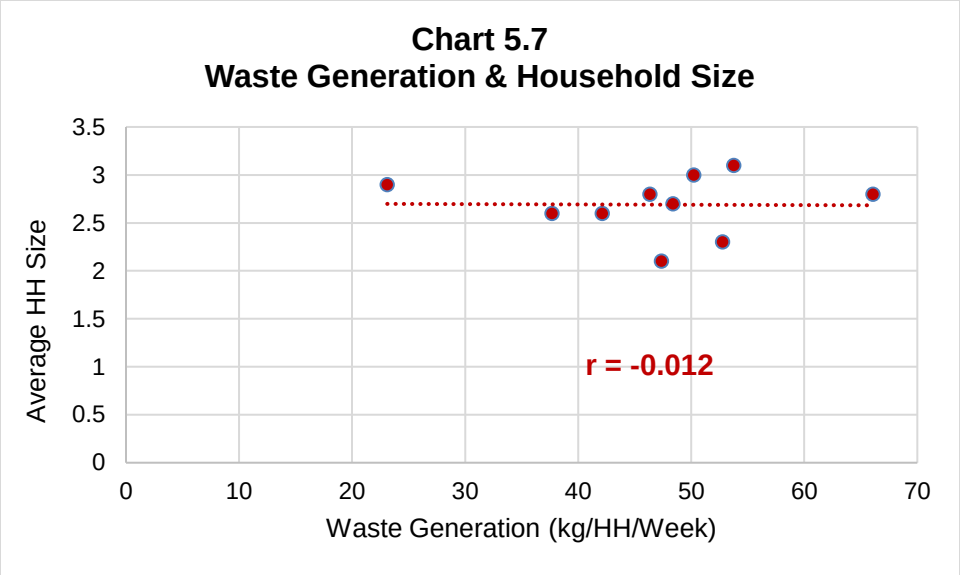

Chart 5.2
Waste Generation Median Total HH Income
Median HH Income Total ($)
120,000
100,000
80,000
60,000
40,000
20,000
0
0
10
20
30
40
50
60
70
Waste Generation (kg/hh/wk)
r = 0.25


Chart 5.3
Waste Generation & Age (0-5 yrs)
Percent of Population 0-5
Waste Generation (kg/hh/week)
r = -0.17
0
2
4
6
8
10
12
14
16
0
10
20
30
40
50
60
70


Chart 5.4
Waste Generation & Age (6-17 yrs)
Percent of Population 6-17
Waste Generation (kg/hh/week)
r = 0.24
0
3
6
9
12
15
18
0
10
20
30
40
50
60
70


Chart 5.5
Waste Generation & Age (18-64 yrs)
Percent of Population 18-64
72
70
68
66
64
62
60
r = -0.05
0
10
20
30
40
50
60
70
Waste Generation (kg/hh/week)


Chart 5.6
Waste Generation & Age (65+ yrs)
Percent of Population 65 & Over
18
15
12
9
6
3
0
r = 0.026
0
10
20
30
40
50
60
70
Waste Generation (kg/hh/week)


Chart 5.7
Waste Generation & Household Size
Average HH Size
3.5
3
2.5
2
1.5
1
0.5
0
0
10
20
30
40
50
60
70
Waste Generation (kg/HH/Week)
r = -0.012

Options to the Recommendation

OPTION 1 – Flat Rate Utility Fee

Charge a flat fee starting January 2018 with no variable pricing options, moving the current $8.9 million off the mill rate resulting in a reduction to property taxes. Administration will report back on the actual utility charge at budget as the rate depends entirely on the level of service (i.e. biweekly vs weekly) which will be determined later this year; however, rates will include a funding reconciliation as shown in the report Attachment 4.

These rates are estimates only and may change slightly once all implications have been considered. If a flat rate is set, it will represent the amount that would be charged as a utility for this level of service; changes to levels of service would impact the rate.

Benefits:

- Removes waste charges off the mill rate and ensures adequate funding for waste management services in 2018.
- Provides a more equitable system (i.e. users pay directly for services)
- Provides monthly reminder to residents of the costs of waste.

Risks:

- A flat fee utility will result in a higher cost to each resident compared to property taxes (due to commercial subsidization and current underfunding) with none of the benefits of a variable rate such as user control of their costs or incentivised waste diversion.
- The public has not been fully engaged on moving to a utility which could result in dissatisfied and disengaged residents which may have further implications for future waste diversion initiatives.
- Initial user feedback from a recent survey being completed by Insightrix indicates that 50% of residents strongly or somewhat oppose waste being charged as a utility but that 53% of residents strongly or somewhat support variable rates; more details are available in the report Attachment 7.
- If an organics collection program is implemented in the future, removing the ability to include organics in an initial utility fee and increasing the likelihood it will be seen as an additional charge.
- The timeline for implementing a utility charge is very limited, and may not be streamlined between departments or have full capabilities. This will add additional administration, and negatively affect customer service for users.

Financial Implications of Option 1

Estimated Utility Charges

If approved to proceed with a waste utility charge in 2018, the Administration will develop a rate schedule to be presented at the 2018 Business Plan and Budget deliberations. Preliminary work to understand potential rates and considerations has been done and is included in the report Attachment 4.

The waste services utility charge would not include recycling utility charges or the optional Green Cart subscription rate, although these fees can be rolled together in the future.

Implementation costs include a one-time cost of $100,000 for billing and software development, approximately $200,000 per year in additional staffing costs to administer the utility (billing, coordination, and customer service), and $250,000 per year in communications and education costs.

OPTION 2 – Hybrid

This option would involve a portion of waste services being funded through the mill rate, and a portion through a utility charge.

For example, a waste management fee of $5/month could start being charged on monthly utility bills. The fee would contribute to the current funding gaps and allow some portion of waste management services to be removed from the mill rate, other services would continue to be funded from the mill rate. This approach has been implemented in Winnipeg to ensure stable ongoing funding as they potentially transition to a utility.

Another example of a hybrid approach is to phase-in the utility charge, funding all services through property taxes for the first half (or longer) of 2018 and charging a full flat utility fee in the latter part of the year. A phased-in approach could help ease the transition between current and future residential contributions to waste services but would require partial funding from the mill rate.

Benefits:

- Removes a portion of waste charges off the mill rate and ensures waste services are sustainably funded.
- Transitions toward a more equitable system (i.e. users pay directly for services).
- Allows residents to get used to the idea of a utility fee at a lower cost, and should leave time for adequate engagement before transitioning to a full utility model.

Risks:

- Increased administration to administer both property tax funding and utility funding.
- Could result in the perception that residents are paying twice for the same waste services.
- Does not have the benefits associated with variable rate pricing (waste diversion and user control of costs), but allows for transition to them.

Financial Implications of Option 2

Due to the variety of scenarios associated with this option, an estimated rate has not been provided. Similar implementation and Administration costs will be required. If directed to proceed, a rate and other costs will be brought forward to the 2018 Business Plan and Budget deliberations.

Waste Utility Survey Results

The preliminary results from a recent random-sample survey that included questions about a potential waste utility are shown below. The survey is being conducted by Insightrix Research and includes a total of 1000 households (50% phone responses and 50% online). Phone results are still being collected and may result in a slight change (1-2%) in the overall result.

Question: Presently, garbage collection is funded through property taxes. Would you support or oppose having this cost charged on your utility bill, similar to how the cost for recycling is charged now?

Total	Phone	Online Panel	Average
Strongly Support	14%	8%	11%
Somewhat Support	24%	22%	23%
Somewhat Oppose	12%	17%	15%
Strongly Oppose	35%	35%	35%
Not Sure	16%	17%	17%

Question: Presently, all residents who live in houses (attached or detached) have the same sized black cart for garbage and pay the same amount for garbage collection as part of their property taxes. Broadly speaking, would you support or oppose a system where the cost to the resident is based on the amount of garbage they place in their black cart?

Total	Phone	Online Panel	Average
Strongly Support	30%	22%	26%
Somewhat Support	25%	29%	27%
Somewhat Oppose	10%	16%	13%
Strongly Oppose	30%	26%	28%
Not Sure	5%	8%	7%

STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Noise Bylaw Extension – LB5Q, September 11, 2017, 7:00 p.m. to 2:00 a.m., Prairieland Park

Recommendation of the Committee
That the Noise Bylaw Extension for LB5Q to be held September 11, 2017, be approved from 7:00 p.m. to 11:00 p.m., subject to administrative conditions.

History
At the August 15, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a request for extension to the Noise Bylaw, dated August 2, 2017, from Edwards Business Students' Society was considered.

Your Committee discussed events that are held in or near residential areas and approvals beyond 11:00 p.m. As this event has been approved to 2:00 a.m. in the past, your Committee is forwarding this matter to City Council in order to provide opportunity for the event organizer to address the reduction of the extension.

Attachment
August 2, 2017 Letter request – Noise Bylaw Extension – Edwards Business Students' Society

185-9

From: Fergusson, Michelle <michelle.fergusson@usask.ca>
Sent: August 02, 2017 2:00 PM
To: Web E-mail - City Clerks
Subject: Noise Bylaw Extension Request and LB5Q
Attachments: LB5Q_2016_Poster copy.pdf

RECEIVED
AUG 0 2 2017
CITY CLERK'S OFFICE
SASKATOON

Good Afternoon,
My name is Michelle Fergusson and I am one of the event organizers for LB5Q, I can be contacted by email and cell @ 1-306-421-0296. The other two organizers for this event are Austin Andrusiak (austin.andrusiak@usask.ca) and Alexander Schubert (alexander.schubert@usask.ca).

LB5Q will be taking place in ward 7 at Prairieland Park.

LB5Q will be held Monday, September 11th, 2017. The doors open at 7 pm and close at 9 pm. The event will end at approximately 2 am.

LB5Q is an annual event hosted by the Edwards Business Students' Soicety (EBSS) at the U of S. We hang posters around the university and post majority of the event information on social media. I have attached the poster from last year, as we have not finalized this years. They will look very similar, the only difference will be that dates and that we no longer will have VIP tickets this year. The last 2 years, the EBSS has held LB5Q at Praireland Park. We have had the extension approved in the past. We are happy to monitor the decibels with strict music cut off points as needed.

I look forward to hearing from you.

Kind regards,

Michelle Fergusson

VP Social | Edwards Business Students' Society

Edwards School of Business | University of Saskatchewan

(c) 306.421.0296

(e) michelle.fergusson@usask.ca

www.edwardsbss.com

LB5Q

WORK HARD, PLAY HARD
PARTY HARDER

PRAIRIELAND PARK | SEPTEMBER 12, 2016 | DOORS OPEN 7-9PM

$20

After it's much anticipated and successful return, LB5Q is back and bigger than ever!!! Thousands of students, four DJs and a killer barbecue can be expected at this year's biggest party! Mark your calendars, this is one night you don't want to miss!

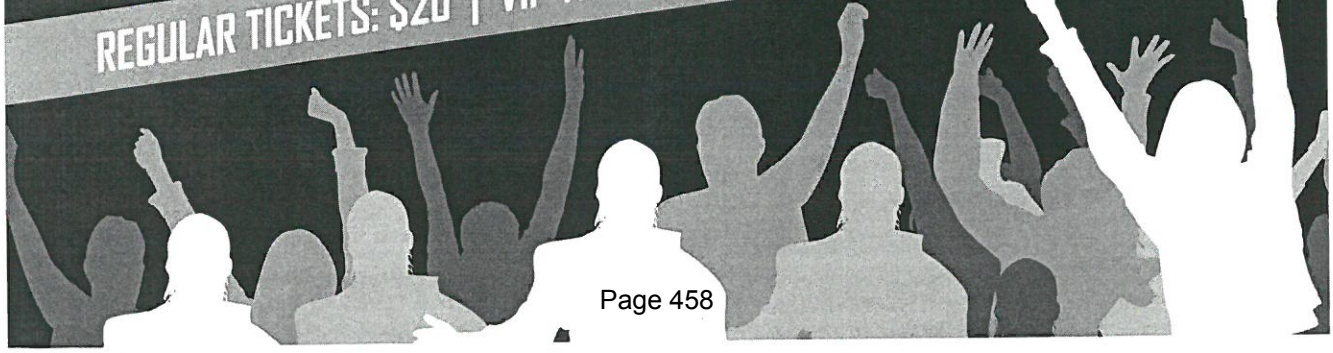
TICKETS SALE: ARTS TUNNEL | SEPTEMBER 7 | 10AM

#LB5QPARTYHARDER

REGULAR TICKETS: $20 | VIP TICKETS: $40

(19+)

Edwards Business Students' Society
University of Saskatchewan



STANDING POLICY COMMITTEE ON TRANSPORTATION

Residential Parking Permit Program Update

Recommendation of the Committee

1. That the report of the General Manager, Community Services Department, dated August 14, 2017, be received as information; and
2. That the communication be joined to the file.

History

At the August 15, 2017 Standing Policy Committee on Transportation meeting, a report of the General Manager, Community Services Department dated August 14, 2017 was considered.

Your Committee also received a presentation from Mr. Dennis Dowd regarding parking restrictions on a street for more than 36 hours as stated in the Traffic Bylaw.

Attachment

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

Residential Parking Permit Program Update

Recommendation

That the report of the General Manager, Community Services Department, dated August 14, 2017, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide an update on the Residential Parking Permit Program.

Report Highlights

1. Competition for the existing parking space supply has a significant effect on the City of Saskatoon (City) and the neighbourhoods where people live and work.
2. Upon review of Residential Parking Program, 1999, Bylaw No. 7862 (Bylaw), it was discovered that a number of properties not eligible to receive parking permits have been issued permits.
3. Excluding parking ticket revenue, Residential Parking Permit fees do not cover the cost of administering and enforcing the Residential Parking Permit Program.
4. The current process for the Residential Parking Permit Program does not address parking displacement when zones are expanded, nor does it anticipate parking issues from growth and infill development.

Strategic Goal

This report supports the City's Strategic Goal of Asset and Financial Sustainability by ensuring roadways are well-managed and meeting the needs of citizens.

Background

The Residential Parking Permit Program is intended to be a cost/revenue neutral program that increases on-street parking opportunities for residents in areas with high on-street parking demand. Residential Parking Permit zones are enacted by the Bylaw, and guided by Residential Parking Permit Program Policy No. C07-014 and Administration of Residential Parking Permits Policy No. A07-014 (Policies).

Residential Parking Permit zones give parking priority to eligible residents of the zone and are patrolled daily to ensure compliance with the parking restrictions.

Report

Parking Effects on Quality of Life

Parking has a significant effect on the City and the neighbourhoods where people live and work. Transient parking reduces the opportunity for residents to park near their homes. A well-managed parking strategy, using restrictions and fees, encourages decisions that increase transit use, carpooling, and active transportation. As a result,

public and private parking resources are optimized and revenue is generated to fund City initiatives.

In established areas undergoing strategic infill, parking management must respond to the unique characteristics of the neighbourhood. Prioritizing parking opportunities for residents is important in maintaining the neighbourhood's appeal.

The Parking Section continues to receive concerns about transient parking, most notably in the Varsity View Residential Parking Permit zone. Recently, residents on the edges of Residential Parking Permit zones have petitioned to expand the zones by 40 block faces. These residents feel they have reduced opportunity to park near their homes. Due to a limited number of available parking spots, residents also feel that vehicles park inappropriately, blocking driveways. Implementing the Residential Parking Permit zone on these block faces would give residents priority to park near their homes and provide daily parking enforcement to reduce inappropriate parking.

Permits Issued to Ineligible Properties

In response to numerous concerns, the Parking Section has carefully reviewed the Bylaw and discovered that there are permits issued that do not conform to the Bylaw. The ineligible properties include commercial, institutional, and some multi-unit dwellings. For example, the Parking Section received a request from a school to renew its Varsity View visitor permits for the 2017/2018 school year. While the school has been receiving visitor permits for a number of years, it does not qualify for permits under the Bylaw. The presence of a school in a neighbourhood is a common catalyst to create a residential parking zone. The Varsity View neighbourhood also has numerous traffic generators within and nearby that stress parking supply.

Of the 18 multi-unit dwellings, commercial properties, and institutional properties investigated thus far in the three existing Residential Parking Permit zones, permits were issued to:

- 5 ineligible properties in the City Park neighbourhood; and
- 7 ineligible properties in the Varsity View neighbourhood.

The Administration cannot issue permits that are inconsistent with the Bylaw and will no longer issue permits to properties discovered to be ineligible. The full eligibility analysis is complex and takes time to complete, given current resources. The ongoing review may uncover more permits that will no longer be issued.

Program Costs Versus Permit Revenue

The Policies state that the purpose of the Bylaw is to provide a cost/revenue neutral Residential Parking Permit Program. Excluding revenue from parking tickets, revenue from permit sales is $50,000 annually. The cost of administering the program and providing parking enforcement in the current Residential Parking Permit zones is $375,000.

Ticket revenue is separated from the Parking Section to prevent perceptions of aggressive ticketing and to keep the Parking Section focused on parking management and providing customer service. Ticketing is a parking management tool, not a source to fund Residential Parking Permit enforcement. All ticketing revenue goes into general revenue and is not accounted for in the parking program budgets.

Currently, Residential Parking Permits are $25 per year. Because parking ticket revenue does not fund the administration and enforcement of Residential Parking Permit zones, a rate increase of $250 to $300 per permit is estimated to bring the existing program to a cost neutral status.

In some areas, residents have noted that transient parking occurs 24 hours a day, 7 days a week, not just during current Residential Parking Permit restriction hours. If parking restriction hours and days are extended, the permit fees will need to be increased to $500 per permit to fully recover costs in the affected zone.

Program Adaptability

The Residential Parking Permit Program is structured to be a community-led initiative whereby residents petition the City to create or expand a Residential Parking Permit zone. However, this can lead to displacement issues where people seeking to park in an area move to the next unrestricted block adjacent to the Residential Parking Permit zone. This process also does not anticipate parking issues that will occur with new developments and infrastructure, such as the opening of the new Traffic Bridge in 2018. This opening may increase transient parking in the vicinity. To discourage all-day transient parking in residential areas and associated “driving-around-looking-for-parking” concerns, consultations with key stakeholders will be undertaken over the next year.

As the City grows and existing neighbourhoods redevelop, the demand on the public parking supply increases. The Residential Parking Permit Program was enacted before the current period of rapid growth and strategic change in the City, and may not be as effective as during its initial stages. Three contributing factors may reduce the effectiveness of the Residential Parking Permit Program:

- rapid growth and infill development;
- effects from major construction projects in the area; and
- permitting that does not adhere to the Bylaw and Policies, thus reducing available parking supply by increasing the number of permitted vehicles in the zones.

The current reactive, petition-based approach requires residents to take action as parking issues have exceeded their tolerances. An approach that proactively considers stressors due to growth may be more effective and provide a better customer experience. However, this would be a major project to undertake, requiring committed resources.

Communication Plan

Parking solutions will be discussed with Saskatoon Transit; community associations; residents; and large establishments, such as hospitals, schools, and the University of Saskatchewan, to identify impact generators, responsibilities, collaborations, and improvements.

Other Considerations/Implications

There are no options, public and/or stakeholder involvement, policy, financial, environmental, privacy, or CPTED considerations or implications at this time.

Due Date for Follow-up and/or Project Completion

Further reporting on the Residential Parking Permit Program will occur in 2018.

Public Notice

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

Report Approval

Written by: Genevieve Russell, Special Projects Manager, Parking Policy and Permits, Community Standards
Reviewed by: Andrew Hildebrandt, Director of Community Standards
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2017/CS/TRANS – Residential Parking Permit Program Update/ks/df

STANDING POLICY COMMITTEE ON TRANSPORTATION

Snow and Ice Management Service Level

Recommendation of the Committee

1. That the current service level for the Snow and Ice Management service line be maintained and supported;
2. That Option 2 as outlined in Attachment 2 of the report of the A/General Manager, Transportation & Utilities Department be recommended to the 2018 Preliminary Budget and Business Plan deliberations; and
3. That the Administration report on phasing in Option 5 on reducing corporate costs related to snow management facilities for the 2018 Preliminary Budget and Business Plan deliberations.

History

At the August 15, 2017 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated August 15, 2017 was considered.

Attachment

August 15, 2017 Report of the A/General Manager, Transportation and Utilities Department

Snow and Ice Management Service Level

Recommendation
That the Standing Policy Committee on Transportation recommend to City Council:
That the current service level for the Snow and Ice Management service line be maintained and approved.

Topic and Purpose
The purpose of this report is to provide information on the current service level provided under the Snow and Ice Management service line and outline options to adjust service levels for 2018.

Report Highlights
1. The Snow and Ice Management service line delivers core service for citizens from November to April and consists of two programs: regular maintenance and snow event response.
2. The City of Saskatoon's (City) average total winter maintenance cost per lane kilometer is $3,287; this is less than the average of $4,800 from the Municipal Benchmarking Network Canada's 2015 Report.
3. Options are presented to enable adjustment of the current service level to increase or decrease service.
4. Recent snow and ice program improvements include increased crew coverage, expanded liquid de-icer capability, and extending the snow removal program.

Strategic Goals
This report supports the Strategic Goals of Moving Around, Quality of Life, and Asset and Financial Sustainability. The snow and ice management programs ensure citizens and visitors can safely move around in the city in winter months. Defined service levels ensure the City is making informed financial decisions and investing in services that matter to citizens.

Background
At the 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.

At the December 7, 2015 Standing Policy Committee on Transportation meeting, the current service level for snow and ice programs was approved. This report supports the shift of this information into the current service level template. The service level template communicates two key messages:

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

Moving to defined service levels supports Service Saskatoon and the shift to multi-year budgeting by creating mapped processes that can be easily added to Customer Relationship Manager (CRM) software when appropriate, focusing on citizen-centric service by updating website information with "what can you expect" and "how can you help" information, and ensuring we know what our services cost to enable more accurate and reliable estimating/budgeting in the future.

Report

Snow and Ice Management Service Line

Snow and ice management is a core function of the City from November to April. Programming within the service line is executed to ensure citizens and visitors can safely move around the city in winter months.

Currently, the service line consists of two programs:

- Regular Maintenance
- Snow Event Response

Attachment 1 provides additional detail on each program's intended outcome, performance measures, guiding service attributes and customer values, and estimated unit costs.

Municipal Benchmarking Network Canada (MBNCanada)

MBNCanada originated in Ontario in 1998 and currently includes 6 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 Roads Service Area provides information on six metrics in its public report. One of these metrics is the "Total Cost for Winter Maintenance of Roadways per Lane Kilometre (km)". In 2015, 15 municipalities reported on this metric resulting in an average total cost of winter maintenance per lane km of $4,800. The municipalities reporting included all of those listed above except Regina. In 2017, the City's average total cost for winter operations is expected to be $3,287 per lane km.

- The lowest average cost for total winter maintenance per lane km is $2,020 in Thunder Bay, ON and highest is in Montreal, QC at $15,280.

Service Level Adjustment Options

Attachment 2 provides options to adjust the Snow and Ice Management service level and budget if interest exists. Option scenarios include those that increase or decrease the current service level to varying degrees, as well as an option to create revenue.

- Options to increase the current service level include:
    - Implementing improvement strategies and citizen feedback from the Snow & Ice Service Design Project, improving weekend night coverage, increasing snow removal, and increasing resources "on-road" during snow events.
        - Impact: Service improvements within this service line generally support citizen feedback gathered during the Snow & Ice Service Design Project.

        - Risk: Budget increases would be required to support improvements in a mill-rate supported service line.
- Options to create revenue or decrease the service level include:
    - Adjusting the snow management facility model to fee-for-service to cover private use, or approximately 75% of the operating and capital costs.
    - Eliminating the proposed 2018 budget increase of $1.2M through the dedicated 0.55% mill rate increase
    - Eliminating contractor assistance with Snow Event Response, reducing costs but doubling the storm response timeline.
        - Impact: Reductions in the overall cost of the service line.
        - Risk: Contrary to citizen expectations by reducing total response time from three days to six days.

Continuous Improvement

In recent years, snow and ice management programs have undergone extensive improvements to meet citizen expectations and ensure effectiveness. Examples include:

- Reduction of the acceptable windrow height in school zones from 75cm to 60cm;
- Increase in the area where snow is removed in school zones;
- Introduction of blue lights to snow maintenance equipment to increase visibility for staff and citizen safety;
- Creation of a dedicated weekend night shift to improve ice management coverage, storm response times, and road conditions for the morning commute;
- Completion of the data collection phase of Snow & Ice Service Design Project – focusing on citizen experiences moving around in the winter and service improvement strategies;
- Introduction of expanded communications for snow and ice, including standardized updates for email subscribers, social media followers and website visitors;
- Increase in capacity within the de-icing fleet and materials used;
- Increase in frequency of inspections and sanding for medium-traffic streets; and
- Increase in snow removal service level for high-density parking streets.

Within this context of continuous improvement and focus on adhering to the defined Snow and Ice Management service level, the City's External Auditor, PricewaterhouseCoopers LLP concluded, on July 12, 2016, the program in place is effective in achieving its objectives, and is achieving economy and efficiency.

Options to the Recommendation

The Standing Policy Committee on Transportation may direct the Administration to investigate further options to reduce or increase the Snow and Ice Management service level and budget prior to making a recommendation to City Council for the 2018 Business Plan and Budget deliberations.

Public and Stakeholder Involvement

The Snow & Ice Service Design Project occurred in early 2017 and included an online survey and a stakeholder co-design event focused on gathering information on citizen experiences when moving around Saskatoon in the winter. The survey yielded nearly 1,800 responses and the co-design event was attended by a diverse group of community

groups, business representatives, and school boards. Public opinion feedback gathered during this process is not the focus of this report, but has been included in the options section of the attached Options to the Current Service Level for Snow and Ice Management document. A report detailing the next steps for the data gathered through the Snow & Ice Service Design Project will be presented with the 2018 budget submission.

Communication Plan

Regular snow and ice maintenance, and snow event response activities are promoted through automated Snow & Ice Updates, Public Service Announcements, social media, the City's website, and through marketing and communications material that are part of the annual Better Winter Roads campaign. Any change to the current service level or program will be communicated through these methods. If the level of service is changed significantly, additional communications will be required.

Financial Implications

Snow and ice management activities are expensive. For example, snow removal for an average kilometer in the city costs approximately $9,000. If an option is pursued to increase the service level related to snow removal, an increase in the budget will be necessary. The attached Options to the Current Service Level for Snow and Ice Management document provides budget adjustment estimates associated with each option.

Environmental Implications

Snow and ice management activities are fuel and greenhouse gas intensive. For example, snow removal for an average kilometer in the city uses approximately 400 litres of fuel and creates one tonne of CO_2. This is the equivalent generated by 90 cars in a day. If an option is pursued to increase the service level related to snow and ice management activities, an increase in corporate greenhouse gas emissions will be expected.

Sodium Chloride and Magnesium Chloride are used for de-icing pavement surfaces. Each of these products have potential impacts on the environment, infrastructure, and private property. Their use is monitored in ice management activities.

Other Considerations/Implications

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

Due Date for Follow-up

A follow-up report summarizing the outcomes of all core service level decisions will be presented to City Council during the 2018 Business Plan and Budget deliberations.

Public Notice

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

Attachments

1. Service Level for Snow and Ice Management
2. Options to the Current Service Level for Snow and Ice Management

Report Approval

Written by:	Kristin Bruce, Performance Improvement Coordinator, Employee Experience & Performance
Written & Reviewed by:	Brandon Harris, Director of Roadways & Operations
Approved by:	Angela Gardiner, Acting General Manager, Transportation & Utilities

TRANS KB – Snow and Ice Management Service Level

Service Level for Snow and Ice Management

Scope

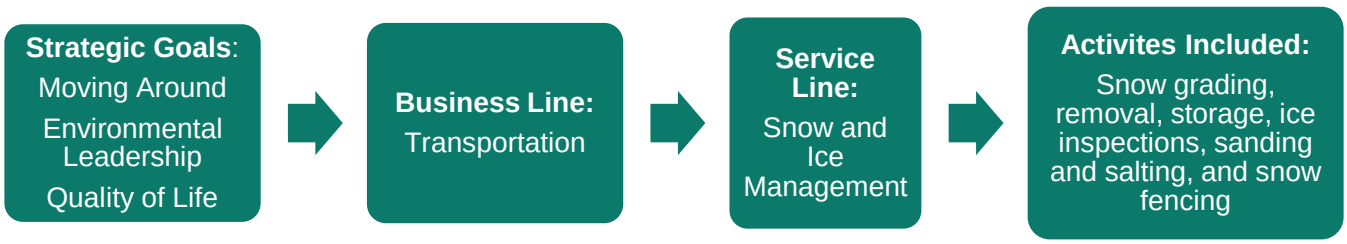
Service Level (SL) documents are prepared to allow citizens of the City of Saskatoon (City) to review and understand the services *currently* provided. This document includes activities completed under the Snow and Ice Management service line. This service may be completed by various divisions in the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

Service Overview: *what we do*

The City's Snow and Ice Management program focuses on public safety, ensuring citizen mobility, and environmental responsibility. The program typically runs from November to April and provides snow and ice management through regular maintenance and targeted response strategies. Regular snow and ice maintenance includes activities such as regular ice inspections, sanding and salting of high traffic intersections and streets, snow grading and removal in high use and high traffic areas based on mobility standards, and other snow management activities. Targeted response strategies include the focused and time based response system to maintain and restore mobility during and after snow events.

Purpose: *why we do it*

Saskatoon's climate requires a variety of snow and ice management activities to meet the public's safety and mobility needs and ensure the quality of life of citizens is maintained throughout the winter months.



Programs within Service Line	Service Attributes and Customer Values	Service Level Outcomes	Customer Performance Measures
Regular Maintenance	Safety, Quality, Efficiency, Environmental Responsibility, Quality of Life, Accessibility, Fiscal Responsibility	Throughout the winter months citizen mobility is monitored and action is taken to ensure safety concerns are minimized and access to services and amenities is consistently maintained.	*Roadway Snow Grading and Removal* • Local or neighborhood roads with severe rutting or an average overall snow pack of more than or equal to a 15 cm depth will be graded prior to snowmelt, taking into consideration impacts to on-street parking. • No-Parking signs will be posted no less than 36 hours in advance of ticketing and towing to prepare for local or neighborhood road snow grading. ○ When towing is used vehicle locations will be available on the Find My Vehicle App within 5 minutes of relocation on average. • 24 Hour Snow Route Parking Bans, using existing permanent signage, will only be announced at 7 a.m. or 3 p.m. in order to give citizens 8 hours' notice prior to becoming effective at either 6 p.m. or 11 p.m. • Stored or windrowed snow is removed when capacity is reached to make room for future snowfalls, when it interferes with street parking adjacent to businesses within a Business Improvement District, and in back lanes when it prevents safe access for utility work and/or collections crews. • Snow is not stored or windrowed within posted Accessibility Parking areas, posted school loading zones, or in Saskatoon Transit stops. • Regular winter maintenance is not completed in school zones between 8 a.m. and 4 p.m. • Snow stored in windrows in school zones will not exceed 60 cm in height for more than 72 hours. *Sidewalk and Pathway Clearing* • Sidewalks that are adjacent to property owned by the City of Saskatoon and along public walkways including bridge decks will be cleared and sanded as required to minimize snow and ice buildup. • City-maintained sidewalks have less than 5 verified complaints related to slip/fall/ice hazards after Sidewalk Clearing Bylaw No. 8463 timelines annually. • Other sidewalks are the responsibility of the adjacent landowner; information is available under Winter Walking & Snow Clearing at Saskatoon.ca. For more information on bylaw services see the Bylaw Compliance service line. *Roadway Ice Management* • Ice inspections occur every 4 hours on all freeways, high use streets (e.g. 8th Street, College Drive, 22nd Street), and on emergency facility access routes. • Ice inspections occur every 8 hours on all medium use streets (e.g. Main Street, 11th Street West, Lenore Drive) and all transit routes. • Ice inspections occur every 12 hours on all remaining Business Improvement Districts, bus routes, school zones, and around City Hall and City Downtown Yards. • De-icer and sand for traction is applied as needed.

			Snow Storage Site • There are less than five verified complaints of noise from the area surrounding the snow storage sites with "No Tailgate Slamming Policies" annually. • Snow management sites available for City, Contractor, and private use as posted while weather and site conditions permit. • At least one snow management facility will be available 24/7 from the first snow event until spring melt.
Snow Event Response	Safety, Responsive, Accessibility	Targeted response to addressing weather and snow events begins after severe weather and/or snowfall ends and it is safe to deploy crews. City streets are then inspected for ice, sanded and salted and graded based on the Priority Street System to ensure citizen mobility and safe access to services is restored quickly.	*Roadway Snow Grading and Removal* • Contractor and all available City of Saskatoon staff are called in as soon as a snow event is declared. ○ Snow events are called if snow fall impacts driving conditions through heavy drifting or accumulation of more than 5 cm on roadways. • Driving lanes for all freeways, high traffic streets, and emergency facilities access routes are graded within 12 hours of snowfall ending. • Driving lanes for all medium use streets and all transit routes are graded within 36 hours of snowfall ending. • Driving lanes for all remaining Business Improvement Districts, bus routes, school zones, and areas around City Hall and City Downtown Yards are graded within 72 hours of snowfall ending. • Snow is removed from ramping hazards along Circle Drive within six days of snowfall ending. • Snow is removed from parking zones in high density business areas within 13 days of snowfall ending. *Sidewalk and Pathway Clearing* • City-maintained sidewalks and pathways are graded within 48 hours of snowfall ending as per the Sidewalk Clearing Bylaw No. 8463 or Council Policy C07-021.

Resource Allocation: *what does it cost*

All costing information presented is estimated based on available data.

Service Line	Programs	2017 Budgeted Cost to Deliver Service	2017 Estimated Actual Cost to Deliver Service	2017 Estimated Variance
Snow and Ice Management	Regular Maintenance and Snow Event Response	$13,150,000 $12,590,000 civic budget + $560,000 UHCP funding	$11,000,000	$2,100,000*

*The Snow and Ice Management service line is designed based on an average winter that includes five snow events. With recent changes in weather patterns the total cost of this service line can be highly variable year over year. For instance, addressing a single snow event can cost $1.5M or more. In order to mitigate some of this financial uncertainty the Snow and Ice Contingency Reserve was created and positive variance dollars are allocated to this fund to prepare for the future.

Service Line	Program Components	Cost per Program	Cost per Unit
Snow and Ice Management *Unit: # lane kilometres = 4,000 lane kms*	Snow Grading, Removal, and Sidewalk Clearing	$10,150,000	$3,287 per lane kilometer of total winter maintenance*
	Snow Event Response		
	De-icing Activities	$3,000,000	

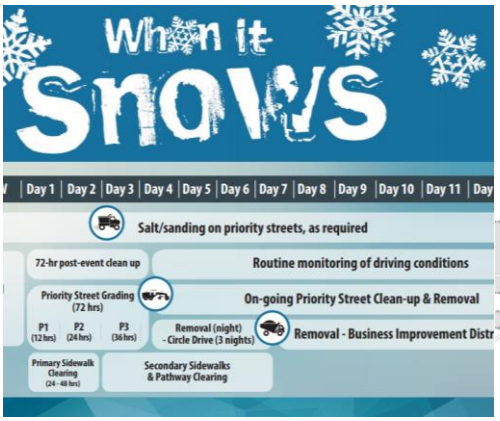
*****In a comparison with 15 other municipalities from across Canada in the MBNCanada 2015 Report the average total winter maintenance cost per lane kilometre maintained is $4,800. The lowest average cost for total winter maintenance per lane kilometre is $2,020 in Thunder Bay, ON and highest is in Montreal, QC at $15,280.

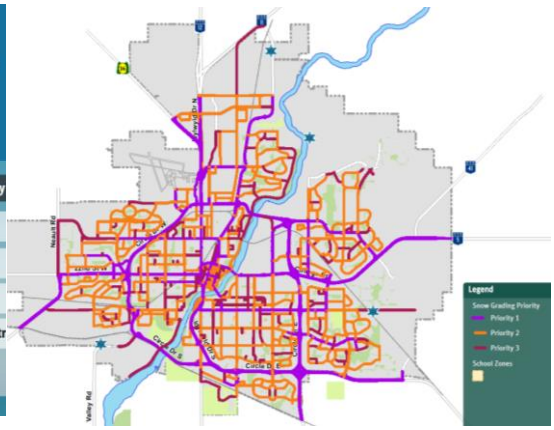
Financial Assumptions

Costs are represented as averages but are highly variable in reality due to street design, available snow storage, use of contractors, and amount/density of snow.

Supporting Information

To view complete images of the When it Snows timeline, Priority Street Map, or Be in the Know about Snow information sheet click the image to follow the hyperlink.







Constraints

Risk factors and variances that impact the ability to deliver the service include:

- The service line budget estimates are based on an average winter with five snow events, additional snow events or longer seasons can increase costs rapidly
- Severe weather can slow snow event resource deployment
- Cumulative snow quantities affecting snow management facility operations
- Unseasonably warm weather limiting access to snow management facilities
- Material costs and contractor cost and availability
- Amount of roadway inventory

Supporting References

- Sidewalk Clearing, Bylaw No. 8463
- Walkway Maintenance, Council Policy C07- 02

Options to the Current Service Level for Snow and Ice Management

Optional Service Levels: ***what else is possible***

The table below provides options to adjust Snow and Ice Management service level and the implications to the budget allocation. Options include increases and decreases to the current service level. All costing information presented is estimated based on available data.

#	Option	Change in Service Level	Required Adjustment to Current Budget
1	Reduced Level of Service	• No change in service level for regular maintenance or snow event programs from 2017 to 2018 • Only incorporate Snow & Ice Service Design initiatives that do not require additional funding • Reduction in proposed budget for 2018	• Reduction of $1.2M from proposed 2018 budget through the removal of the 0.55% dedicated mill rate increase
2	Increased Level of Service	• Increased service level within snow event program only • Completing additional snow management activities and with more resources “on-road” during snow events • Requires additional funding for two additional tandem trucks and two FTEs	• Addition of $265,000 • Increasing total budget from $13.1M to $13.4M
3	Increased Level of Service	• Increased service level within snow event and regular maintenance programs • New service level would emphasize city-wide snow removal over snow grading • Requires three additional snow management facilities	• Addition of $9.4M • Increasing total budget from $13.1 to $22.5M[1] • Addition of $92M capital to fund additional snow management facilities
4	Reduced Level of Service	• Eliminate contractor assistance during Snow Event Response • Would result in a longer Snow Event Response timeline from 72 hours (3 days) to 144 hours (6 days) • May create additional equipment costs • Contrary to current citizen expectations	• Reduction of $425,000 per event
5	Revenue Generation	• No change in service level for existing programming • Implement a fee for service for snow management facility operation • Charge usage fees to cover private use, approximately 75% of total operating and capital expenses ($700,000 in 2017) • Reduces the costs of the service line	• Reduction of $525,000 to corporate costs related to snow management facilities

[1] The estimated $9.4M for adding city-wide snow removal on residential streets comes from the November 30, 2015 report to City Council titled Snow Grading and Removal on Residential Streets. The estimate includes two removals in every three year cycle.

GOVERNANCE AND PRIORITIES COMMITTEE

Appointment – Municipal Planning Commission

Recommendation of the Committee
That Mr. Darryl Bazylak, Greater Saskatoon Public Schools, be appointed to the Municipal Planning Commission effective August 31, 2017.

History
At its August 21, 2017 meeting, the Governance and Priorities Committee considered a letter from the Superintendent of Administrative Services, Greater Saskatoon Public Schools regarding the above.

Attachment
Letter dated August 1, 2017 from J. Lloyd, Superintendent of Administrative Services, Greater Saskatoon Catholic Schools

175-16

GREATER SASKATOON CATHOLIC SCHOOLS

GREATER SASKATOON CATHOLIC SCHOOLS
ST. PAUL'S RCSSD #20
420 - 22ND STREET EAST SASKATOON SK S7K 1X3 CANADA
306.659.7000 INFO@GSCS.SK.CA WWW.GSCS.SK.CA

August 1, 2017

Mayor and City Council
City of Saskatoon
222 3rd Avenue North
Saskatoon SK S7K 0J5
(Via email: penny.walter@saskatoon.ca)

Re: John McAuliffe Commission Resignation

His Worship Charlie Clark and Members of City Council,

John McAuliffe will be retiring from his position with Greater Saskatoon Catholic Schools this fall. As such he will no longer be serving on the Municipal Planning Commission for our school division. Effective August 31, 2017 we are recommending that Darryl Bazylak, Superintendent of Education, be the new designated member to represent our school division on the Commission.

As a school division, we value and look forward to our continued collaboration with members of the Municipal Planning Commission. Please contact me if you require any further information.

Regards,

Joel Lloyd, Superintendent of Administrative Services
Greater Saskatoon Catholic Schools

C John McAuliffe, Superintendent of Education, Learning Services & Facilities, GSCS
Darryl Bazylak, Superintendent of Education, GSCS

GOVERNANCE AND PRIORITIES COMMITTEE

Appointment of City Employees to Civic Boards, Commissions and Committees

Recommendation of the Committee
That that the Administration be instructed to insert a provision in the new Employee Code of Conduct and Conflict of Interest Policy prohibiting City employees from being appointed to civic boards, commissions and committees outside of their duties as City employees.

History
At its August 21, 2017 meeting, the Governance and Priorities Committee considered a report of the City Solicitor dated August 21, 2017 regarding the above.

Attachment
Report of the City Solicitor dated August 21, 2017

Appointment of City Employees to Civic Boards, Commissions and Committees

Recommendation
That the Governance and Priorities Committee recommend to City Council that the Administration be instructed to insert a provision in the new Employee Code of Conduct and Conflict of Interest Policy prohibiting City employees from being appointed to civic boards, commissions and committees outside of their duties as City employees.

Topic and Purpose

City Council, at its meeting held on May 23, 2017, considered an appointment to the SaskTel Centre Board of Directors and resolved, in part, that the Administration provide a report on eligibility of City of Saskatoon employees for appointments to civic boards, commissions and committees to act in any capacity separate from their roles as civic employees. This report provides the recommendation of the Leadership Team Governance Subcommittee and outlines best practices from other comparable Canadian jurisdictions.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Quality of Life as it supports City Council in providing good governance to the citizens of Saskatoon.

Report

The Leadership Team Governance Subcommittee reviewed Policy No. C01-003, *Appointments to Civic Boards, Commissions, Authorities, and Committees* and reviewed the best practices from London (Ontario), Regina, Calgary, Edmonton and Winnipeg and recommends that City employees should not be appointed to civic boards, committees or commissions ("BCCs") in any capacity separate or outside of their roles as City employees and can provide the following analysis:

1. **Policy No. C01-003, *Appointments to Civic Boards, Commissions, Authorities, and Committees* (the "City Policy")**
   - Currently, the City Policy, at section 2.6, says that City Council may appoint City employees to BCCs if:
     - the employee has relevant expertise to contribute;
     - the appointment is necessary by virtue of the employee's office; and
     - there is no detriment to the employee's duties to the City.

- Further, at section 2.6, the City Policy states that members of Civic Administration may not actively participate on civic advisory committees, but may attend meetings as a City-resource or to present reports.
- At section 3.2 of the City Policy, it states that for City employees who have been appointed to BCCs, those employees are expected to respect and represent the official views of the City and act in accordance with its policies and practices. The further expectation is that appointed employees must report important matters to their superiors, ensure other civic operations are represented and ensure relevant activities and interests are coordinated with appropriate City departments.

2. Employee Code of Conduct and Conflict of Interest

- *The Cities Act* (at section 85.1) requires Saskatchewan cities to establish a Code of Conduct for City employees that includes conflict of interest rules. The *Act* states that the conflict of interest rules in an Employee Code of Conduct must "set out the types of conduct that are prohibited, including rules prohibiting an employee from using information that is obtained as a result of his or her employment to further, or seek to further, his or her private interests…".
- The City of Saskatoon currently has in place Policy No. A04-006 *Employee Conflict of Interest*. The purpose of this Policy is to "ensure that civic employees are not placed in a position of conflict of interest [or seen] to be in a position of conflict of interest." At section 2.4 it states that "no civic employee shall engage in any business or other transaction or shall have a financial or personal interest therein, either directly or indirectly, which is incompatible with the proper discharge of his [or her] official duties in the public interest." Further, this Policy requires City employees to disclose to their supervisors any actual or potential conflict of interest with their official duties. Currently, the Administration is in the process of drafting a new Employee Code of Conduct and Conflict of Interest Policy for City of Saskatoon employees to update and replace Policy No. A04-006.
- An argument could be made that under the current Policy A04-006 a City employee acting outside their capacity or role as a civic employee (i.e. like a regular citizen) on civic BCCs constitutes, or could be perceived to be, a conflict of interest.

3. Best Practices

- Best practices were reviewed from London (Ontario), Regina, Calgary, Edmonton and Winnipeg.
- Overall, best practices indicate that City employees should not be appointed to BCCs in a role outside their duties as civic employees in other jurisdictions. City employees are appointed to serve on BCCs as representatives of the City only, not in any personal capacity. More detail on the practices/policies of each City researched can be found on Attachment 1 to this report.

Options to the Recommendation

City Council could decide to allow the appointment of employees as members of BCCs outside of their roles as City employees. This is not recommended as it may expose City employees to a conflict of interest, or potential conflict of interest, situation which could result in a breach of Policy No. A04-006, or any future Employee Code of Conduct and Conflict of Interest Policy.

Public Notice

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

Attachment

1. Best Practices – Other Canadian Jurisdictions – Participation of Civic Employees on Committees, Boards or Commissions

Report Approval

Written by:	Candice Leuschen, Executive Assistant to the City Solicitor
Approved by:	Patricia Warwick, City Solicitor
Reviewed by:	Joanne Sproule, City Clerk
	Mike Jordan, Director of Government Relations

Admin Report – AppointEmployees.docx
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Best Practices – Other Canadian Jurisdictions
Participation of Civic Employees on Committees, Boards or Commissions

City	Appointment Policy	Employee Code of Conduct
London (Ontario)	Council and Committee Policy: • "members of the Civic Administration will not be appointed as voting members to Boards, Commissions or Advisory Committees" • allows civic employees to be appointed solely as representatives of the City, not as citizens	Code of Conduct for Employees: • applies to all civic employees, volunteers and members of Advisory Committees, Special Committees, Task Forces, etc. • prohibits disclosure of any confidential information acquired as a civic employee • civic employees who engage in any outside employment or business shall do so in a manner that does not conflict with their duties or result in a conflict of interest, or a perceived conflict of interest, situation • civic employees must not engage in any supplemental employment in which an advantage would be derived from their employment as a civic employee • prohibits use of one's position as a civic employee to secure any advantage or benefit for themselves, relatives or other closely connected person • civic employees must disclose any interests to their manager or supervisor that may affect their performance as civic employees
Regina	Committees Bylaw: • prohibits civic employees from participating as voting members to any secondary committee • allows members of Council, City Manager or civic employees to participate as liaisons or non-voting members to secondary committees	Code of Conduct and Disclosure Bylaw: • applies to civic employees and to anybody appointed to any board, committee or commission created by Council • no civic employee may seek outside employment, or any other undertaking, that will unduly influence or affect the manner in which they carry out their duties • civic employees are prohibited from making any public statements about activities or policies of the City unless authorized by the City Manager • civic employees or members of boards, committees or commissions shall not appear before Council or any board or commission on their own behalf or on behalf of another person • civic employees are obligated to disclose any potential conflict of interest to their supervisor or seek advice from their supervisor

City	Appointment Policy	Employee Code of Conduct
Calgary	Governance and Appointments of Boards, Commissions and Committees Policy: • Council appoints civic employees to various boards, committees and commissions at its annual organizational meeting to act as representatives of the City, or as a liaison, not as individual or citizen members. The City Manager provides Council with recommendations on these appointments • civic employees may be appointed to Ad Hoc Committees; Advisory Committees; External Committees; Interest Groups; Oversight/Regulatory Committees; Partner; Standing Specialized Committees; Subcommittees; Working Group/Task Force • civic employees may be appointed to Review Committees as non-voting members – their purpose is to provide expert advice only • civic employees may not be appointed to Administrative Tribunals; Business Revitalization Zones/Business Improvement Areas, Standing Policy Committees or Boards of Wholly-Owned Subsidiaries	Employee Code of Conduct and Conflict of Interest Policy: • civic employees have a duty to avoid conflicts of interest or perceived conflicts of interest, which includes engagement of any outside interests that conflict with City duties – they must demonstrate commitment to the City • civic employees are prohibited from participating in or seeking to influence any civic decision-making process affecting any private interest, including those of any closely connected person • "conflict of interest" is defined as, in part, "the outside interest is performed in such a way as to appear to be an official act or to represent an opinion or policy of the City"
Edmonton	Agencies, Boards, Committees & Commissions Policy: • "if a Councillor and a member of City Administration are members of the same City Agency [which is defined in the policy as including all City and External Agencies to which Council makes 1 or more appointments] the member of City Administration will be a non-voting [emphasis added] member" • prohibits or recommends against appointments of civic employees to: Advisory Committees; Ad Hoc Committees/Task Forces; Business Revitalization Zones; Decision-Making Bodies; or, Quasi-Judicial Boards • allows appointments of civic employees, with some conditions, to: agencies established by Council pursuant to the *Municipal Government Act* (such as their Public Library Board) • Councillors and civic employees should not participate as equal voting members because of the conflict with the reporting process between Administration and Council • civic employees may be appointed to External Agencies as follows: o Advisor/Liaison – if the Agency requires input of an operational nature o Corporate Body – only for the purpose of acting as a liaison – not a full voting member to avoid conflict of interest o Funding – may be appointed with no restrictions o Intergovernmental – only participate in an advisory role to Councillors who are members o Management – participate if job functions pertain to the group's mandate	Employee Code of Conduct: • civic employees are to avoid conflict of interest, or perceived conflict of interest, in the performance of their duties – loyalty to the City – avoid outside interests or other employment that would constitute a conflict of interest • defines "other employment" as "performance of duties for another employer … for work for charitable or volunteer organizations … which may result in some sort of benefit…" • requires all employees to sign a declaration of disclosure upon employment

City	Appointment Policy	Employee Code of Conduct
Winnipeg	Winnipeg Charter & Procedures Bylaw: • appears to allow appointments of employees to committees, boards or commissions, but as civic representatives, not as individual citizens – some appear to be voting members, some non-voting, depending on the type of committee • does not appear to allow appointment of civic employees to boards of controlled corporations • unless approved by a department head, civic employees may not appear before Council, or its boards or committees on behalf of any person, including themselves, unless it is part of their employment duties	Employee Code of Conduct: • civic employees must avoid conflicts, or perceived conflicts, of interest with respect to the interests of the City • employees shall not engage in any outside employment, business or undertaking that could potentially interfere with the civic employee's performance of duties or affect his/her impartiality in carrying out these duties • civic employees must disclose any conflicts, or potential conflicts, to their supervisor, or seek advice from their supervisor on anything that could be considered a potential conflict of interest

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Additional Development at Prairieland Park

Recommendation of the Committee

1. That the additional development at Prairieland Park, as set out under Item 1 of the concept plan outlined on page 2 of the May 29, 2017 report of the General Manager, Community Services, be approved; and
2. That the Administration provide a report on what the equivalent of property tax would be specifically for the Sports on Tap component of the Prairieland Park and enter into discussions with Prairieland Park, Saskatoon Regional Economic Development Authority, and Tourism Saskatoon about options, any granting opportunities, and other relevant information regarding the role this plays in economic development.

History

City Council, at its meeting held on June 26, 2017, considered a report from the General Manager, Community Services dated May 29, 2017, on the above matter and approved the addition of the skyride chairlift and future modifications to the main vehicular entrance at Ruth Street and Herman Avenue. City Council also resolved that the final design details be vetted through the Exhibition Neighbourhood Traffic Review and Local Area Plan prior to final approval and that, depending on the timing of feedback from the Exhibition Neighbourhood Traffic Review, it be made available to Prairieland Park to include as part of the design process.

At its May 29, 2017 meeting, the Committee had also requested additional reports from the City Solicitor on the history of the lease agreement between the City and Prairieland Park and the Saskatoon Prairieland Park Corporation on matters relating to Item 1 of the Concept Plan, including what the expansion in Phase 1 and 2 would enable Prairieland Park to bid on that cannot be bid on right now.

At the August 14, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the City Solicitor dated August 14, 2017, was considered, which included as an attachment the additional information from Prairieland Park.

STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Your Committee supports the recommendation relating to Item 1 of the concept plan and is also recommending a further report from the Administration on what the equivalent of property tax would be specifically for the Sports on Tap component of the Prairieland Park and enter into discussions with Prairieland Park, Saskatoon Regional Economic Development Authority, and Tourism Saskatoon about options, any granting opportunities, and other relevant information regarding the role this plays in economic development.

Attachment

August 14, 2017 Report of the City Solicitor, including the May 29, 2017 report of the General Manager, Community Services; Prairieland Park Information Provided; and previous reports from the City Solicitor and the Administration.

Additional Development at Prairieland Park

Recommendation
That the information be received.

Topic and Purpose
The purpose of this report is to provide additional information to the Committee to allow for consideration of the report presented at the May 29, 2017 meeting of the Standing Policy Committee on Planning, Development and Community Services (SPC-PDCS) regarding approval of additional development at Prairieland Park.

Report Highlights
1. The City has a long history with Saskatoon Prairieland Park.
2. A comprehensive Lease Agreement has been in place since 1995.
3. Property of Saskatoon Prairieland Park is exempt from taxation pursuant to *The Cities Act.*
4. Saskatoon Prairieland Park collects amusement tax from every person attending the midway at the annual exhibition. That amusement tax is paid back to Saskatoon Prairieland Park by the City as a grant annually.

Strategic Goal
This report supports the City's Strategic Goal of Asset and Financial Sustainability by ensuring the long term viability of Prairieland Park.

Background
At its meeting held on May 29, 2017, the Committee resolved as follows:

> "1. That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:
> a) That the addition of a skyride chairlift be approved;
> b) That future modifications to the main vehicular entrance at Ruth Street and Herman Avenue be approved;
> 2. That additional reporting be provided on matters relating to Item 1 of the Concept Plan, including what the expansion in Phase 1 and Phase 2 would enable Prairieland Park to bid on that cannot be bid on right now; and
> 3. That the City Solicitor report back on the history of the Lease Agreement between the City and Prairieland Park."

The report of Community Services considered at the May 29, 2017 meeting of SPC – PDCS is attached as Attachment 1 to this report.

Report

Prairieland Park has provided additional information as requested by the Committee in the second resolution outlined above. The response of Prairieland Park is attached as Attachment 2 to this report.

The history of the relationship between the City and Prairieland Park is long and dates back to the early years of this century. Our relationship respecting the current site of the Exhibition Grounds dates back to 1908 and the then Central Saskatchewan Agricultural Society. In 1908, City Council agreed to submit to the ratepayers a bylaw for $30,000.00 for the purpose of purchasing permanent grounds and the erection of buildings on the grounds. Those grounds and buildings to remain the property of the City and the Agricultural Society to have the free use of them for agricultural show purposes.

In 1911, The Saskatoon Industrial Exhibition Limited was incorporated, and with an apparently broader mandate, assumed the role formerly performed by The Central Saskatchewan Agricultural Society. In 1971, The Saskatoon Industrial Exhibition Limited changed its name to Saskachimo Exposition Ltd. which in turn subsequently changed its name to Saskatoon Prairieland Exhibition Corporation ("Prairieland").

Throughout this time period, there had been a variety of agreements and understandings between the parties regarding the use and enjoyment of the Exhibition Grounds, but no single comprehensive agreement had ever been entered into between the parties.

On September 13, 1993, City Council was addressed by representatives of Prairieland regarding the Exhibition's long-range plans and desire to redevelop the current site of the Exhibition Grounds. City Council was advised that in order to facilitate any such redevelopment, it would be necessary for the parties to enter into a formal agreement respecting the use and occupancy of the Exhibition Grounds. City Council resolved that the Administration enter into discussions with Prairieland regarding this issue.

At its meeting held on April 10, 1995, City Council approved the current lease between the City and Prairieland. This lease is Attachment 1 to the May 29, 2017 Report of Community Services (Attachment 1 to this report). The Report of the City Solicitor dated April 5, 1995, is Attachment 3 to this report.

Pursuant to section 8.01 of the Lease Agreement, Prairieland's use of the Exhibition Grounds is restricted to those activities authorized by *The Agricultural Societies Act* and the facilitation and promotion of agriculture, industry, education, culture, entertainment, sport and related activities. *The Agricultural Societies Act* was repealed in 2007.

Section 262(1)(m) of *The Cities Act* provides that "the property of every agricultural society, fair and exhibition incorporated or continued pursuant to *The Non-profit Corporations Act"* is exempt from taxation. Prairieland is registered as a non-profit

corporation in the Province of Saskatchewan. Prairieland does not pay property tax to the City of Saskatoon.

Sports on Tap is in a building located on the Exhibition Grounds. Prior to being Sports on Tap, this building was the Emerald Casino. Prairieland is the assessed owner of this building. This building is exempt from taxation by statute as outlined above. Sports on Tap is owned and operated by Prairieland. Thus, the historical exemption of this building continues as provided for by statute. The City Assessor reported on this issue at the December 2, 2015 meeting of SPC – Finance (Attachment 4 to this report).

Bylaw No. 7978, *The Amusement Tax Bylaw, 2000*, requires Prairieland to collect amusement tax from every person attending the midway at the Saskatoon Prairieland Annual Exhibition. As an incentive program for capital projects, the City has historically provided a grant to Prairieland equivalent to the amusement tax that is levied. For 2017, the amount of the grant is $71,100.00 as seen at page 56 of the 2017 Budget Book.

Due Date for Follow-up and/or Project Completion

No follow up is required.

Public Notice

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

Attachments

1. Attachment 1 - Report of Community Services – SPC – PDCS - May 29, 2017
2. Attachment 2 - Prairieland Park – Information Provided
3. Attachment 3 - Report of the City Solicitor, April 5, 1995
4. Attachment 4 - Report of Asset & Financial Management Department, December 2, 2015

Report Approval

Written by: Cindy Yelland, Director, Planning & Development Law
Approved by: Patricia Warwick, City Solicitor

Admin Report – Prairieland Park.docx
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Additional Development at Prairieland Park

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council that the additional development at Prairieland Park be approved.

Topic and Purpose

The purpose of this report is to consider approval of additional development at Prairieland Park.

Report Highlights

1. The lease agreement between the City of Saskatoon (City) and Saskatoon Prairieland Park Corporation (Prairieland) requires that City Council approve additional development on the site.
2. The proposed additional development consists of the construction of Hall "F", a skyride chairlift and future modifications to the main vehicular entrance at Ruth Street and Herman Avenue.
3. Following approval by City Council, Prairieland would be required to submit all necessary plans and drawings and obtain development and building permits for the improvements or additions as identified.

Strategic Goal

This report supports the City's Strategic Goal of Asset and Financial Sustainability by ensuring the long term viability of Prairieland Park.

Background

Prairieland leases the site at the corner of Ruth Street and Lorne Avenue from the City. The main features of the site include a trade and convention centre, Marquis Downs, sports bar, grandstand, and midway areas. The annual Saskatoon Exhibition takes place on this site in August, and numerous events are held in the trade and convention centre during the year.

The current lease between Prairieland and the City is in effect until April 30, 2045 (see Attachment 1). The lease defines additional development as any addition, alteration or improvement. Furthermore, the lease agreement states that all plans for additional development are subject to the prior written approval of City Council. Therefore, any additions that have not been previously approved by City Council and shown on the current Concept Plan cannot proceed without the approval of City Council.

The current Concept Plan was approved by City Council on November 1, 1999 and development of Hall "E" was approved by City Council on January 17, 2005.

Report

Concept Plan

Prairieland has provided a new Concept Plan showing proposed improvements to the site. The improvements are shown on Attachment 2 and include:

1. Construction of Hall F, which is an addition to the existing Trade and Convention Centre. Hall F is proposed to be approximately 6,100 square metres (65,000 square feet) in size. This building will be constructed in phases. The construction of Phase I is planned for 2017 and will be approximately 1,950 square metres (21,000 square feet) in size.
2. Addition of a skyride chairlift. Prairieland is proposing to add this permanent attraction to their site that will be operated during the Saskatoon Exhibition. The skyride will be located on the north-east area as shown on the Concept Plan.
3. Future modifications to the main vehicular entrance at Ruth Street and Herman Avenue. The plans are preliminary at this time and a detailed design is yet to be done.

The additional development at Prairieland is compatible with the existing design of the site and provides approximately 1,900 parking spaces on the west portion of this site for events held at the Trade and Convention Centre. This will provide adequate on-site parking to accommodate the existing uses and the addition of Hall "F".

Approval Process

As per the lease, Prairieland is requesting that City Council approve the additions as shown on the new Concept Plan. Following approval by City Council, Prairieland would be required to submit all necessary plans and drawings and obtain development and building permits, for any additional development prior to undertaking improvements to the grounds or buildings.

In regard to the modifications to the vehicular entrance at Ruth Street and Herman Avenue, Prairieland would be required to submit detailed designs to Transportation and Utilities to evaluate access and egress to the site.

No concerns were received through the administrative referral process that precludes the approval of this Concept Plan (see attachment 3).

Options to the Recommendation

City Council could chose not to approve the additional development and new Concept Plan for Prairieland. This option is not recommended as Prairieland would not be able to proceed with the addition of Hall F to the trade and convention centre as well as the other additional development identified in this report.

Public and/or Stakeholder Involvement
The amount of traffic generated by the proposed new Hall "F" is not expected to add significantly to existing traffic volumes. The Queen Elizabeth/Haultain/Exhibition Community Association was advised of the proposed development.

Safety/Crime Prevention Through Environmental Design (CPTED)
A CPTED review was conducted as part of the Concept Plan administrative review process. The recommendations provided by the CPTED Review Committee have been forwarded to Prairieland. The recommendations can be summarized as follows:

1. The proponent reviewed the building footprint to examine where it was feasible to remove building insets. Building insets have the potential to be hiding spaces and are prone to inappropriate and criminal behaviour.
2. The proponent should establish appropriate management, operating, and crowd control measures to ensure the safety of users.

Other Considerations/Implications
There are no policy, financial, environmental, or privacy 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 Policy No. C01-021, is not required.

Attachments
1. Lease Agreement
2. Prairieland Park Concept Plan
3. Comments from Administrative Review for Prairieland Park Concept Plan

Report Approval
Written by: Paula Kotasek-Toth, Senior 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 – Additional Development at Prairieland Park/gs

Lease Agreement

Between:

The City of Saskatoon

- and -

Saskatoon Prairieland Exhibition Corporation

Prepared by:
Office of the City Solicitor
City Hall
222 Third Avenue North
Saskatoon, Saskatchewan
S7K 0J5

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Lease Agreement

This Lease made effective the 1st day of March, 1995.

Between:

The City of Saskatoon, a municipal corporation pursuant to the provisions of *The Urban Municipality Act, 1984*, S.S. 1983-84, Chapter U-11 (the "City");

- and -

Saskatoon Prairieland Exhibition Corporation, a Saskatchewan non-profit corporation carrying on its activities in the City of Saskatoon, in the Province of Saskatchewan ("Prairieland");

Background

In that:

A. The City is the registered owner of all those lands described in Schedule "A" hereto (the "Lands").

B. Prairieland has, with the consent of the City, been carrying on its activities upon a portion of the Lands since 1911, and now desires to lease such lands from the City.

C. The City has agreed to lease to Prairieland all that portion of the Lands as is outlined in red on the Plan attached hereto as Schedule "B" (the "Exhibition Grounds") so that Prairieland may continue to carry out its activities thereon, and proceed with the construction of certain improvements thereto, and use, occupy and enjoy the Exhibition Grounds, and the improvements to be constructed thereon, for the term of this Lease, all upon the terms and conditions, and subject to the provisions herein contained.

Accordingly, and in consideration of the rents hereby reserved and the mutual covenants and agreements herein contained, the City and Prairieland agree as follows:

Part I
Definitions

1.01 "Additional Development" means any and all subsequent phases of the Development.

1.02 "Additional Development Plans" means the concept plans and drawings related to the Additional Development which have been prepared by Architects.

1.03 "Architects or Engineers" means such architects or engineers as are duly qualified and licensed to practice, and are carrying on business, in the Province of Saskatchewan, as Prairieland may appoint.

1.04 "Builders' Lien Legislation" means *The Builders' Lien Act*, S.S. 1984-85-86, Chapter B-7.1, of the Province of Saskatchewan and any statutory modifications thereto or re-enactments thereof.

1.05 "City" means The City of Saskatoon, a municipal corporation pursuant to the provisions of *The Urban Municipality Act, 1984*, S.S. 1983-84, Chapter U-11, and its successors and assigns.

1.06 "Completion Date" means the date designated in 4.04 hereof.

1.07 "Development" means the construction and provision upon the Exhibition Grounds of:

(a) an 80,000 square foot Class "A" trade space facility; and,

(b) a 100,000 square foot livestock facility; and,

(c) a 20,000 square foot maintenance and storage facility,

together with the upgrading and renovation of the Administration Building, Grandstand and Race Horse Barns situate upon the Exhibition Grounds, and the general improvement and upgrading of the landscaping of the Exhibition Grounds, all of which constituting the first phase of the redevelopment and improvement of the Exhibition Grounds.

1.08 "Exhibition Grounds" means all that portion of the Lands as is outlined in red on the plan attached as Schedule "B" to this Lease and consisting of approximately 135 acres, more or less, and includes all structures, improvements and fixtures situate thereon.

1.09 "Landlord and Tenant Act" means *The Landlord and Tenant Act*, R.S.S. 1978, Chapter L-6, and any statutory modifications thereto or re-enactments thereof.

1.10 "Lands" means the lands described in Schedule "A" attached hereto.

1.11 "Lease" means this Lease, including the Schedules attached hereto and any amendments made hereto from time to time.

1.12 "Percentage Rate" means Royal Bank of Canada prime rate plus One percent per annum.

1.13 "Plans" means the concept plans and drawings related to the Development which have been prepared by Architects.

1.14 "Prairieland" means the Saskatoon Prairieland Exhibition Corporation, a Saskatchewan non-profit corporation, and its successors and permitted assigns.

1.15 "Rent" means the rent payable by Prairieland to the City pursuant to this Lease and set out in Part VI hereof.

1.16 "Retained Lands" means that portion of the Lands retained by the City as outlined in green on the Plan attached as Schedule "B" to this Lease.

1.17 "Term" means the term of this Lease as stipulated in 3.02 hereof; and any renewal granted in accordance with 3.03 hereof.

Part II
Structure and Interpretation of this Document

2.01 **Schedules**

Schedules "A" and "B" to this document are a part of this Lease.

2.02 **Headings and Captions**

The table of contents, part numbers, part headings, paragraph numbers and paragraph headings are inserted for convenience of reference only and are not to be considered when interpreting this Lease.

2.03 **Obligations as Covenants**

Each obligation of the City or Prairieland expressed in this Lease, even though not expressed as a covenant, is considered to be a covenant for all purposes.

2.04 **Entire Agreement**

With the exception of a certain license agreement made between the City and Prairieland dated December 15, 1980, and all amendments thereto, and pertaining to that structure commonly known as the "Wheatland `B' Building", this Lease contains all of the representations, warranties, covenants, agreements, conditions and understandings between the City and Prairieland concerning the Lands, the Retained Lands, the Exhibition Grounds, the Development, the Additional Development and the subject matter of this Lease.

2.05 **Governing Law**

This Lease will be interpreted and governed by the laws of the Province of Saskatchewan.

2.06 **Number and Gender**

The necessary grammatical changes required to make the provisions of this Lease apply in the plural sense where necessary, and to corporations, associations, partnerships or individuals, males or females, in all cases will be assumed as though in each case fully expressed.

Part III
Leasing and Term

3.01 Lease

In consideration of the Rent reserved and the covenants and agreements on the part of Prairieland contained in this Lease, the City leases to Prairieland, its successors and permitted assigns, the Exhibition Grounds for the Term, at the Rent and on the terms and conditions stated in this Lease, subject to all those charges, liens and other interests as are registered in the Land Titles Office for the Saskatoon Land Registration District respecting the Exhibition Grounds.

3.02 Term

The term of this Lease is a period of fifty (50) years commencing on the 1st day of May, 1995 and ending on the 30th day of April, 2045.

3.03 Option to Renew

Provided that Prairieland shall pay the Rent when due under this Lease and perform and observe each and every of the terms, conditions and covenants on its part to be performed and observed hereunder, the City hereby grants unto Prairieland an option to renew this Lease for a further period of twenty (20) years commencing on the 1st day of May, 2045, and ending on the 30th day of April, 2065, upon the same terms, conditions and covenants as are contained and set forth in this Lease.

3.04 Prior Termination of Lease

Notwithstanding 3.02 and 3.03 hereof, this Lease may be terminated as further described herein.

3.05 Overholding after Term

If the City permits Prairieland to remain in occupation of the Exhibition Grounds, the Development, or the Additional Development, without objection by the City after the expiration of the Term, the tenancy shall be deemed to be a tenancy from year to year and the Rent payable by Prairieland hereunder shall continue unabated and be payable annually, in advance, on each anniversary of the effective date of this Lease, and shall otherwise be subject to all the covenants and provisos of this Lease applicable to a yearly tenancy. Such yearly tenancy may be terminated by either the City or Prairieland at any time by 180 days' prior written notice given to the other party.

3.06 **Surrender of Lease**

Upon the expiration of the Term, or any permitted period of overholding, or if this Lease is terminated as hereinafter provided, Prairieland shall surrender to the City possession of the Exhibition Grounds, the Development and the Additional Development, and all additions, alterations and improvements made thereon and therein and all of the rights of Prairieland under this Lease shall be terminated; but Prairieland shall, notwithstanding such termination, be liable to the City for any loss or damage suffered by the City by reason of any default of Prairieland. Upon expiration, termination or surrender of this Lease, Prairieland shall assign to the City the benefit of any and all rights and other privileges accruing to the Exhibition Grounds, the Development or Additional Development or Prairieland's interest therein.

Part IV
The Development

4.01 **Construction**

Prairieland shall commence construction of the Development just so soon as is reasonably practicable and economically feasible, utilizing due diligence, and shall construct and complete the Development on the Exhibition Grounds expeditiously and in a workmanlike manner by the Completion Date in accordance with the Plans.

4.02 **Approval of Plans and Specifications**

All Plans for the Development, and any addition, alteration or improvement thereto, are subject to the prior written approval of the Council of the City. Provided the Plans comply with paragraph 8.01 hereof, the City agrees that such approval shall not be arbitrarily or unreasonably withheld. In the event that Prairieland disputes any decision of the City pursuant to this paragraph, it is expressly agreed that such dispute shall be settled through arbitration pursuant to the provisions of *The Arbitration Act* of the Province of Saskatchewan, and that settlement in such fashion shall be final and binding upon the City and Prairieland.

4.03 **Cost of Construction**

All construction costs and other expenses related to the Development, of whatsoever nature or kind, shall be borne solely by Prairieland.

4.04 **Completion Date**

Prairieland shall cause the Development to be substantially completed no later than the 1st day of March, 2000.

4.05 **Extension of Time for Construction**

If Prairieland:

(a) is not in default of payment of Rent or the performance of the obligations of this Lease; and,

(b) has been delayed in constructing the Development by reason of strike, lockout, governmental restriction, act of God, or similar causes, or any other cause beyond the control of Prairieland, including economic causes, and the delay is such as to render it unlikely or uncertain that the Development will be substantially completed in accordance with 4.04 hereof; and,

(c) has used all reasonable diligence to overcome such delays,

then Prairieland may at any time apply to the City for an extension of the time for compliance with 4.04 hereof.

4.06 **Conditions Precedent to Commencement of Construction**

Before commencing any work on the Exhibition Grounds for the construction of the Development, the following conditions precedent shall have been satisfied:

(a) Prairieland shall prepare and submit the Plans to the City and the City shall have approved the same; and,

(b) Prairieland shall have submitted to the City proof of the insurance referred to in 11.01 hereof; and,

(c) Prairieland shall have submitted to the City satisfactory evidence that all arrangements and approvals necessary for and associated with any severance or division of the Exhibition Grounds have been secured; and,

(d) Prairieland shall have paid and shall have submitted to the City satisfactory evidence of the payment of all costs required to be made by Prairieland in accordance with 6.03 and 9.01 hereof, and associated with any severance of the Exhibition Grounds, or the preparation and servicing of the Exhibition Grounds.

4.07 **Duties of Prairieland in Construction**

Prairieland shall perform and comply with the following covenants and requirements in construction of the Development:

(a) the Development shall be constructed in all respects in accordance with the Plans, except to the extent that any requirements of this Lease shall have been waived or varied by the City in writing; and,

(b) all necessary building permits shall be obtained and all municipal bylaws and legal requirements pertaining to the conduct of the work shall be complied with; and,

(c) the construction work shall be conducted expeditiously in a good and workmanlike manner and otherwise in accordance with the provisions of this Lease; and,

(d) Prairieland, through Architects or Engineers, shall properly supervise the work; and,

(e) any contractor engaged on the work shall be required to observe all provisions of his contract and to furnish and maintain all security, indemnity, insurance and performance bonds required by the contract; and,

(f) the City and the City's agents and engineers shall at all times have the right to inspect the work and to protest to Prairieland or to Architects or Prairieland's Engineer any default or non-compliance with this Lease, and Prairieland shall forthwith deal with such protest and remedy any default or non-compliance; and,

(g) the City may require Prairieland to submit at reasonable intervals and at Prairieland's own expense certificates of Architects or Engineers of the standing of the work, the existence and extent of any faults or defects, the value of the work then done and to be done under any contract, the amount owing to any contractor and the amounts paid or retained by Prairieland on any contract, and Prairieland shall also, whenever requested by the City, furnish copies of certificates furnished to Prairieland by contractors or by Architects or Engineers in connection with construction; and,

(h) Prairieland shall promptly pay all proper accounts for work done or materials furnished under all contracts which Prairieland has entered into relating to the construction of the Development, but this shall not prevent Prairieland from retaining any amounts claimed due which Architects have not certified to be due, or which are properly and reasonably retained to secure the performance of any work or the correction of any defect or which in the opinion of Architects are reasonably retained in anticipation of damages arising from any contractor's default, or which are required to be retained under provisions of the Builders' Lien Legislation of the Province of Saskatchewan; and,

(i) the Development shall be substantially completed on or before the expiration of the date stipulated in 4.04 hereof, or as such date may be extended pursuant to 4.05 hereof.

4.08 **Entry During Construction**

The City, its architects, agents and employees may, upon giving reasonable notice to Prairieland of its intention to do so, enter the Exhibition Grounds and the Development at all reasonable times during the course of construction and during construction of all replacements, major structural alterations, additions, changes, substitutions or improvements for the purpose of inspection and ascertaining whether the work conforms with the Plans approved by the City from time to time. Upon giving reasonable notice to Prairieland, the City at all reasonable times may enter the Exhibition Grounds and the Development for the purpose of inspecting the Development and for such other purposes as the City, at its sole discretion, may consider necessary for the protection of its interest under this Lease.

Part V
Additional Development

5.01 Construction of Additional Development

Prairieland may elect to proceed with construction of the Additional Development upon the Exhibition Grounds at such time or times as it considers appropriate, if at all, and any and all such construction of the Additional Development shall be undertaken and performed in a workmanlike manner and in accordance with the Additional Development Plans.

5.02 Approval of Additional Development Plan

All Additional Development Plans for the Additional Development, and any addition, alteration or improvement thereto, are subject to the prior written approval of the Council of the City, and the provisions of paragraph 4.02 respecting the approval of Plans shall be applicable hereto *mutatis mutandis*.

5.03 Cost of Construction of Additional Development

All construction costs and other expenses related to the Additional Development, of whatsoever nature or kind, shall be borne solely by Prairieland.

5.04 Completion of Additional Development

Prairieland, having opted to proceed with construction of the Additional Development, shall proceed expeditiously and continuously with any and all such construction, so that the Additional Development shall be completed just so soon as is reasonably practicable following the commencement of any such construction.

5.05 Construction of the Additional Development

Paragraphs 4.05 to 4.08, inclusive, of Part IV of this Lease shall apply, *mutatis mutandis*, to the completion and construction of the Additional Development.

Part VI
Payment of Rent

6.01 **Annual Rent**

Prairieland, in each year during the Term of this Lease, shall pay to the City an annual Rent, in advance, in the amount of One Hundred ($100.00) Dollars.

6.02 **Payment of Rent**

The annual Rent payable under paragraph 6.01 hereof shall be paid to the City in advance on each anniversary of the effective date of this Lease. The first such payment shall be made on the 1st day of March, 1995, and so on for the Term of this Lease. All payments of Rent shall be made to the City at the office of the Land Manager of The City of Saskatoon, City Hall, Saskatoon, or as the City may otherwise direct by notice.

6.03 **Rent to be Net**

All Rent required to be paid by Prairieland hereunder shall be paid without any deduction, abatement or set-off whatsoever, it being the intention of the parties to this Lease that all expenses, costs, payments and outgoings incurred in respect of the Exhibition Grounds, or the Development, or the Additional Development, or any improvements on the Exhibition Grounds, the Development, or the Additional Development, or for any other matter affecting the Exhibition Grounds, the Development, or the Additional Development shall, unless otherwise expressly stipulated herein to the contrary, be borne by Prairieland. Accordingly, the Rent herein provided shall be absolutely net to the City and free of all abatement, set-off or deduction for realty taxes, charges, rents, assessments, expenses, costs, payments or outgoings of every nature arising from or related to the Exhibition Grounds, the Development, or the Additional Development, and Prairieland shall pay all such taxes, charges, rates, assessments, expenses, costs, payments and outgoings, including, without limiting the generality of the foregoing, all costs in relation to any severance or division of the Exhibition Grounds, the surveying of the Exhibition Grounds, and the preparation and servicing of the Exhibition Grounds, as may be required by law.

6.04 **Collection of Other Amounts Due**

Any sum, cost, expense or other amount from time to time due and payable by Prairieland to the City under the provisions of this Lease, including sums payable by way of indemnity, and whether expressed to be Rent or not, may, at the option of the City, be treated as and deemed

to be Rent, in which event the City shall have all remedies for the collection of such sums, when in arrears, as are available to the City for the collection of Rent in arrears.

6.05 **Interest on Amounts in Arrears**

When Rent or any other amount payable hereunder by Prairieland to the City is in arrears, such Rent or amount shall bear interest at the Percentage Rate until paid, and the City shall have all remedies for the collection of such interest, if unpaid after demand, as in the case of Rent in arrears, but this stipulation for interest shall not prejudice or affect any other remedy of the City under this Lease.

Part VII
Ownership of the Exhibition Grounds, the Development, the Additional Development and Fixtures

7.01 **Prairieland's Ownership of the Exhibition Grounds, the Development and Additional Development**

Subject to 7.02 hereof, the Exhibition Grounds, the Development, the Additional Development and all other fixed improvements which Prairieland may construct, or cause to be constructed, upon the Exhibition Grounds from time to time are and shall be fixtures to the Exhibition Grounds and are intended to be and become the absolute property of the City upon the expiration or termination of this Lease for any reason, but shall be deemed, as between the City and Prairieland during this Lease, to be the separate property of Prairieland and not of the City but subject to and governed by all the provisions of this Lease applicable thereto notwithstanding such rights of Prairieland.

7.02 **Ownership of the Tenants' Fixtures**

7.01 hereof shall not be construed to prevent Prairieland from retaining the right of property in, or the right to remove fixtures or improvements which are of the nature of usual tenants' fixtures and normally removable by tenants and which are not part of the structure or any essential part of the Exhibition Grounds, the Development, the Additional Development or any building services. Prairieland shall make good any damage to the Exhibition Grounds, the Development, the Additional Development or building services caused by any such removal of tenants' fixtures.

7.03 **City's Priority over Other Interests**

The City's absolute right of property in the Exhibition Grounds, the Development, the Additional Development and other fixed improvements upon the Exhibition Grounds that will arise upon the termination of this Lease shall take priority over any other interest in the Exhibition Grounds, the Development, the Additional Development and fixed

improvements that may now or hereafter be created by Prairieland except as shall be agreed to by the City in writing from time to time, and all dealings by Prairieland with the Exhibition Grounds, the Development, the Additional Development or such fixed improvements which in any way affect title thereto shall be made expressly subject to this right of the City, unless the City has agreed otherwise in writing, and Prairieland shall not assign, encumber or otherwise deal with the Exhibition Grounds, the Development, the Additional Development or such fixed improvements separately from any permitted dealing with the leasehold interest under this Lease, to the intent that no person shall hold or enjoy any interest in this Lease acquired from Prairieland who does not at the same time hold a like interest in the Exhibition Grounds, the Development, the Additional Development and the fixed improvements, unless the City agrees otherwise in writing.

Part VIII
Use of the Exhibition Grounds, the Development and the Additional Development

8.01 Restricted Uses

The Exhibition Grounds shall not be used for any purpose other than the facilitation and promotion in the City of Saskatoon, and North-Central Saskatchewan, of agriculture, industry, education, culture, entertainment and sporting activities, and all things necessary and incidental thereto, including all those activities which a society within the meaning of *The Agricultural Societies Act* of the Province of Saskatchewan is authorized to undertake, and, in further consideration of this Lease, Prairieland agrees that it shall so facilitate and promote all such activities. Except as is expressly provided in this Agreement, Prairieland shall not use the Exhibition Grounds or permit them to be used for any other purpose, and, without limitation, Prairieland shall not permit or suffer any industrial or residential use of the Exhibition Grounds.

8.02 Summer Fair and Exhibition

Prairieland agrees that it shall annually, throughout the Term, conduct and stage upon the Exhibition Grounds an agricultural and industrial "Summer Fair" and exhibition, including all such exhibitions, demonstrations, competitions, performances, entertainments and other activities as are traditionally associated with a "Summer Fair".

8.03 Non-Exclusive Use

Prairieland acknowledges that a portion of the Exhibition Grounds is currently being utilized, with the knowledge and consent of the City, by The Saskatoon Golf and Country Club Limited (the "Club"), and agrees to grant unto the Club, and its employees, servants, agents, members, invitees, licensees, successors and assigns, without charge, a license to use all that portion of the Exhibition Grounds as is shown outlined in

blue on Schedule "B" hereto (the "Licensed Area"), for the purpose of operating and maintaining a golf practice facility thereon. In the first instance, such license shall subsist and continue until:

(a) the Club advises Prairieland by way of 30 days' written notice that it no longer requires the use of the Licensed Area; or,

(b) the 31st day of December, 1999;

whichever shall first occur. In the event that the Club desires to extend its use of the Licensed Area beyond December 31, 1999, Prairieland agrees that it shall reasonably negotiate the terms of such an extension with the Club, with a view to accommodating the Club's needs. Should Prairieland and the Club be unable to reach agreement on the terms of any such extension, it is expressly agreed that the terms in dispute shall be settled through arbitration pursuant to the provisions of *The Arbitration Act* of the Province of Saskatchewan, and that settlement in such fashion shall be final and binding upon the parties.

8.04 **Circle Drive Extension**

Prairieland further acknowledges that the City proposes to extend the Circle Drive right-of-way throughout all that portion of the Exhibition Grounds as is shown cross-thatched in black on Schedule "B" hereto (the "Right-of-Way"), and, accordingly, agrees that no portion of the Development or Additional Development, or other structure, improvement or fixture shall be constructed or erected upon such Right-of-Way. At such time as the Right-of-Way is required by the City for the construction of the Circle Drive roadway, Prairieland shall peaceably yield-up and surrender possession of the Right-of-Way to the City without charge or compensation of any kind whatsoever, and Prairieland shall have no claim upon the City for the value of the Right-of-Way or the unexpired Term of this Lease pertaining thereto.

8.05 **Easements**

Throughout the term of this Lease, Prairieland agrees that it shall grant unto the City, without charge, all such utility and other service easements as may be required by the City or other utility agency or service. The City agrees that any and all such service easements shall be located in such a fashion as will minimize the effect upon the Exhibition Grounds, the Development or the Additional Development, and, in any event, agrees to restore the Exhibition Grounds, the Development or the Additional Development to their former condition upon completion of any such service installation.

8.06 **Conduct of Activities**

Prairieland shall ensure and cause all activities carried on upon the Exhibition Grounds to be conducted throughout the Term in an up-to-date, first-class, reputable and lawful manner.

Part IX
General Covenants of Prairieland

Prairieland covenants with the City as follows:

9.01 **Acceptance of the Lease**

Upon the commencement of this Lease, Prairieland accepts the Exhibition Grounds "as is" knowing its condition, and agreeing that the City has made no representation, warranty or agreements affecting same, and Prairieland agrees that the City is not obliged to furnish any services or facilities (excepting all those public utility services made available by the City for a charge pursuant to separate agreement concluded between the City and the consumer of such services) or to make repairs or alterations in or to the Exhibition Grounds or the Development or Additional Development, Prairieland hereby assuming full and sole responsibility for the condition, operation, repair, replacement, maintenance and management of the Exhibition Grounds and the Development and Additional Development; Prairieland acknowledges that upon it having taken possession of the Exhibition Grounds that Prairieland will be considered for all purposes to have accepted the Exhibition Grounds in its existing condition and that Prairieland shall then, at the exclusive cost of Prairieland:

(a) enter into all arrangements and pay all costs associated with any severance or subdivision of the Exhibition Grounds from the Retained Lands; and,

(b) do or cause to be done and pay for any necessary site preparation or servicing of the Exhibition Grounds; and,

(c) pay all approval fees and other costs associated with any severance or subdivision of the Exhibition Grounds, as may be required by law.

9.02 **Payment of Rent**

To pay the Rent hereby reserved on the days and in the manner herein provided.

9.03 **Taxes and Other Fees**

Where required by law, to pay all taxes, rates (including local improvement rates), special, municipal and other levies, duties, assessments and license fees that may be levied, rated, charged or assessed against the Exhibition Grounds, the Development or Additional Development, including all equipment thereon, and improvements thereto, and against any property on the Exhibition Grounds or the Development or Additional Development brought thereon by Prairieland or by anyone acting under the authority of Prairieland, whether such

rates, levies, duties, charges, assessments and license fees are charged by municipal, parliamentary or other authority during the Term hereof. All municipal taxes and local improvement rates shall be apportioned between the parties hereto for the first and last years of the Term. Prairieland shall have the right, at its own expense and without cost to the City, to contest by appropriate legal proceedings the validity of any tax, levy, rate (whether local improvement rate or otherwise), assessment or other charge referred to in this paragraph, and if such tax, levy, rate, assessment or other charge may legally be postponed without subjecting the City to any liability of any nature whatsoever for failing to make payment, Prairieland may postpone such payment until the determination of such proceedings, provided that such proceedings shall be conducted with all due diligence and dispatch.

9.04 **Service Charges**

To pay all charges for electric current, water, sewer, gas, light, heat, power, telephone or other similar service used in connection with the Exhibition Grounds or the Development or Additional Development or the activities carried on there by Prairieland.

9.05 **Repairs**

At its own expense to keep in good order and condition throughout the Term the Exhibition Grounds and the Development and Additional Development both inside and outside, including but not limited to fixtures, walls, foundations, roof, vaults, elevators and similar devices, heating and cooling equipment, sidewalks, yards and other like areas, water and sewer mains and connections, water, steam, gas and electric pipes and conduits, and all other fixtures in and appurtenances to the Exhibition Grounds and the Development and Additional Development and all machinery and equipment used or required in their operation, whether or not enumerated herein, and, in the same manner and to the same extent as a prudent owner, to make all necessary repairs, replacements, alterations, additions, changes, substitutions and improvements, ordinary or extraordinary, foreseen or unforeseen, structural or otherwise, and to keep the Exhibition Grounds, the Development and Additional Development usable for all the purposes for which the Exhibition Grounds, the Development and Additional Development were erected and the appurtenances and equipment were supplied and installed. The repairs will be in all respects to a standard equal in quality of material and workmanship to the original work and material in the Exhibition Grounds, the Development and Additional Development and will meet the requirements of municipal and government authorities and any fire insurance underwriter. Prairieland will not commit or allow waste or injury to the Exhibition Grounds or the Development or Additional Development and will not use or occupy or permit to be used or occupied the Exhibition Grounds or the Development or Additional Development for any unlawful purpose, or in a manner that results in the cancellation of insurance, or in the refusal of an insurer to issue insurances requested. Prairieland, at all times at its

own expense, shall keep the Exhibition Grounds and the Development and Additional Development in good condition and repair, and will not injure or disfigure the Exhibition Grounds or the Development or Additional Development or allow them to be injured or disfigured in any way, and at the expiration or termination of this Lease Prairieland, except as otherwise expressly provided in this Lease, will surrender and deliver up the Exhibition Grounds and the Development and Additional Development or any replacement thereof or substitution therefore in good order and condition. Prairieland will not call upon the City at any time to make repairs to or replacements of any part of the Exhibition Grounds or the Development or Additional Development, or any alteration, addition, change, substitution or improvement, whether structural or otherwise, this being a net lease. The intention of this Lease is that the Rent received by the City is free and clear of all expenses in connection with the construction, care, maintenance, operation, repair, replacement, alteration, addition, change, substitution and improvement of or to the Exhibition Grounds or the Development or Additional Development.

9.06 **Right of Entry**

To permit the City, upon reasonable notice given by the City, to enter and view the state of repair of the Exhibition Grounds and the Development and Additional Development, and Prairieland shall with due diligence repair the Exhibition Grounds and the Development and Additional Development in accordance with any notice given to Prairieland by the City, failing which, the City or its agent, may, but shall not be obliged to do so, undertake such repair, and all costs incurred in connection therewith shall be due and payable forthwith by Prairieland as additional Rent.

9.07 **Indemnity**

To indemnify and save harmless the City against all actions, suits, claims, damages, costs and liability, and loss of every nature arising during the Term out of:

(a) any breach of or non-compliance with a covenant, agreement or condition on the part of Prairieland contained in this Lease; and,

(b) any injury to a person, occurring in or upon the Exhibition Grounds or the Development or Additional Development, including death resulting from the injury; and,

(c) any damage to or loss of property arising out of the use and occupation of the Exhibition Grounds or the Development or Additional Development.

The obligations of Prairieland to indemnify the City under this paragraph are to survive the termination of this Lease in respect of every event during the Term.

9.08 **Surrender of Exhibition Grounds, Development and Additional Development**

At the expiration of the Term, peaceably to surrender and yield up to the City the Exhibition Grounds and the Development and Additional Development and all fixtures and equipment thereon in good and substantial repair and condition, save as provided elsewhere in this Lease.

9.09 **Maintenance**

At all times during the Term to keep and maintain the Exhibition Grounds and the Development and Additional Development in a neat, clean, sanitary, orderly and attractive condition and not to permit refuse, garbage, waste or other loose or objectionable material to accumulate in or upon the Exhibition Grounds or the Development or Additional Development.

9.10 **Observance of Laws and Regulations**

Not to violate, or permit any employee, officer, invitee, licensee or other person visiting or doing business on the Exhibition Grounds or the Development or Additional Development to violate any law or ordinance or any order, rule, regulation or requirement of any federal, provincial or municipal government or department, commission, board or officer thereof, and promptly to comply with all such laws, ordinances, orders, rules, regulations or requirements when required by law to do so, and to apply for, obtain and maintain in good standing such licenses and certificates as are necessary for the carrying on of Prairieland's activities.

9.11 **Distress**

None of the goods or chattels of Prairieland at any time during the continuance of the Term hereby created on the Exhibition Grounds or the Development or Additional Development shall be exempt from levy by distress for Rent in arrears or for any other sums that may become payable under this Lease, and upon any claim being made for such exemption by Prairieland on distress being made by the City, this covenant may be pleaded as an estoppel against Prairieland in any action brought to test the right to levy upon such goods and chattels as are exempted in any legislation of the Province of Saskatchewan, Prairieland waiving every benefit that might have accrued to it by virtue of the provision of any Act but for the above covenant.

9.12 **Payments of Municipal Taxes**

To pay, where required by law, all municipal taxes levied during the Term.

9.13 **Waste and Nuisance**

Not to do, suffer or permit any waste, damage, disfiguration or injury to the Exhibition Grounds or the Development or Additional Development or the fixtures and equipment thereon or therein, or to do, suffer or allow any overloading of the floors thereof, and not to use or permit the use of any part of the Exhibition Grounds or the Development or Additional Development for any dangerous, noxious or offensive trade or activity and not to cause, maintain or permit any waste or nuisance on the Exhibition Grounds or the Development or Additional Development.

Part X
Covenants of the City

10.01 Quiet Enjoyment

The City covenants with Prairieland that if Prairieland pays the Rent hereby reserved and observes and performs all the covenants and provisos of this Lease on the part of Prairieland to be observed and performed, Prairieland shall and may peaceably possess and enjoy the Exhibition Grounds and the Development and Additional Development for the Term hereby granted, without any interruption or disturbance from the City, or any other persons lawfully claiming by, from or under the City.

10.02 Observance of Covenants

The City covenants to observe all of the covenants, terms and provisions of this Lease on the part of the City to be observed and performed.

Part XI
Insurance

11.01 Liability Insurance

Prairieland shall place, maintain and keep in force during the Term of this Lease general liability insurance in the joint names of the City and Prairieland protecting both the City and Prairieland (without any rights of cross claim or subrogation against the City) against claims for personal injury, death or property damage or other third party or public liability claims arising from any accident or occurrence upon, in or about the Exhibition Grounds, the Development or Additional Development and from any cause, including the risks occasioned by the construction of the Development or Additional Development, to an amount of not less than $5,000,000.00 for any personal injury, death, property or other claims in respect of any one accident or other occurrence.

11.02 Insurance Against Fire and Other Perils

Prairieland shall effect and continuously maintain in force throughout the Term of this Lease, insurance upon the Exhibition Grounds, the Development, the Additional Development and all fixtures and

improvements erected upon the Exhibition Grounds and the Development and Additional Development in the joint names of the City and Prairieland protecting both the City and Prairieland (without any rights of cross claim or subrogation against the City) from loss or damage caused by:

(a) fire; and,

(b) risks normally insured against in the Province of Saskatchewan for buildings of construction, location and use similar to those situate upon the Exhibition Grounds or comprising the Development or Additional Development; and,

(c) risks which are normally covered by prudent owners of similar property in the Province of Saskatchewan.

The insurance shall be for the full insurable value of such buildings and property and the replacement value of fixtures and improvements (exclusive of the cost of foundations) and shall in any case be for an amount sufficient to prevent the City being considered a co-insurer. The policies of insurance effected under this paragraph shall, if the City directs, include the interest of any mortgagees or encumbrancers of Prairieland's leasehold interest.

11.03 **Premiums and Proof of Insurance**

Prairieland shall pay all premiums and costs of all insurance required to be effected by Prairieland under the provisions of this Lease, and shall from time to time, as may be required, keep on file with the City certified copies of insurance policies, renewal contracts and other documents, sufficient to show and establish accurately at all times the current state of policies in force, and, in particular, shall submit to the City before the expiration of every current policy, evidence of the renewal of such policy or the issuance of a replacement policy and of the payment of all premiums due for such renewal or replacement, and shall promptly notify the City of any cancellation or intended cancellation by any insurer of any policy or any circumstances known to Prairieland materially affecting its insurance coverage. Prairieland shall not cancel any policy of insurance without the prior written consent of the City. Each policy shall provide that no cancellation shall be effected without prior notice by the insurer to the City.

11.04 **Form of Policy**

All policies of insurance required to be taken out by Prairieland in accordance with the terms of this Lease shall be taken out with insurers acceptable to the City and on policies in form satisfactory from time to time to the City. Prairieland agrees that certificates of insurance or, if required by the City, certified copies of each such insurance policy will be delivered to the City as soon as practicable after placing of the required insurance. All policies shall contain an undertaking by the

insurers to notify the City in writing not less than 30 days prior to any material change in terms, cancellation or other termination thereof.

Part XII
Damage or Destruction of the Exhibition Grounds, the Development or Additional Development

12.01 Term and Rent Unaffected

The Term and Prairieland's obligations to pay Rent, and all other sums payable by Prairieland under the provisions of this Lease, shall not be affected, nor shall such Rent abate or be diminished, in the event of damage to or destruction of the Exhibition Grounds, the Development or Additional Development, or any fixtures or improvements upon the Exhibition Grounds or the Development or Additional Development, regardless of the cause or extent thereof and Prairieland hereby waives the provisions of any statute or rule of law to the contrary now or hereafter in effect, it being the intent of the parties to this Lease that the Exhibition Grounds, the Development and Additional Development and all fixtures and improvements on the Exhibition Grounds and the Development and Additional Development shall be at the risk of Prairieland.

12.02 Partial Damage or Destruction

If the Exhibition Grounds, the Development or Additional Development is destroyed or damaged, but in the opinion of Architects (as certified by them to the City), it is practicable and economic to rebuild or restore the Exhibition Grounds, the Development or Additional Development with changes or alterations, and if Prairieland desires to make such changes or alterations, then all such proposed changes or alterations shall be submitted to the Council of the City for written approval, and no such changes or alterations shall be made without the approval of the City in writing. The provisions of paragraph 4.02 hereof pertaining to the approval of Plans shall be applicable to this paragraph *mutatis mutandis*.

12.03 Standard of Repairs and Replacements

Should the Exhibition Grounds or the Development or any Additional Development be destroyed, Prairieland shall expeditiously reconstruct such Exhibition Grounds, Development and/or Additional Development, or any part thereof, with a new structure(s), and any replacement, repair or reconstruction of such Exhibition Grounds, Development and/or Additional Development, or any part of the Exhibition Grounds, Development and/or Additional Development, shall be done in compliance with Part XIII hereof.

Part XIII
Repairs and Maintenance

13.01 **Repair of Exhibition Grounds, Development and Additional Development**

Prairieland shall throughout the Term of this Lease, at Prairicland's own expense, keep in good and tenant-like repair the Exhibition Grounds, the Development, the Additional Development and all structures, improvements and fixtures at any time erected thereon (including all building equipment, fixtures, elevators, heating, air-conditioning and plumbing apparatus, and the sidewalks, parking areas and electric lighting fixtures and equipment) whether such repairs are interior or exterior, structural or non-structural, ordinary or extraordinary, foreseen or unforeseen, excepting from such standard of repair reasonable wear and tear to the extent only that such reasonable wear and tear is not inconsistent with the maintenance in good order and condition of the Exhibition Grounds generally. The word "repairs" shall include replacements and renewals when necessary. All repairs made by Prairieland shall be equal in quality to the original work.

13.02 **Maintenance of the Exhibition Grounds, Development and Additional Development**

Prairieland shall, throughout the Term of this Lease, maintain the Exhibition Grounds, Development and Additional Development and all fixtures and improvements from time to time upon the Exhibition Grounds in a clean and orderly condition, free from any accumulation of dirt, rubbish or water; and, specifically agrees that it shall provide, construct and install, and thereafter maintain, a storm water drainage system upon the Exhibition Grounds which satisfactorily meets the requirements of the site, determined in accordance with generally accepted engineering practices.

13.03 **Maintenance of Chattels**

Prairieland shall, throughout the Term of this Lease, keep or cause to be kept in good order and condition, reasonable wear and tear excepted, all chattels located in or about the Exhibition Grounds and the Development and Additional Development.

13.04 **City has no Obligation to Repair and Maintain**

The City is not obliged to furnish any services or facilities (excepting all those public utility services made available by the City for a charge pursuant to separate agreement concluded between the City and the consumer of such services) or to make repairs or alterations, or to maintain the Exhibition Grounds or the Development or Additional Development, and Prairieland hereby assumes full and sole responsibility for the condition, operation, repair, replacement, maintenance and management of the Exhibition Grounds and the Development and Additional Development.

13.05 **City's Right to Order Repair**

Prairieland shall promptly, upon notice from the City, make and do all repairs and maintenance which Prairieland has hereunder covenanted to perform.

Part XIV
Builders' Liens

14.01 **Prevention of Registration of Liens**

Prairieland shall not suffer or permit any lien under the Builders' Lien Legislation or any like legislation to be filed or registered against the Exhibition Grounds or the Development or Additional Development, by reason of work, labour, services or materials supplied or claimed to have been supplied to Prairieland, or anyone holding any interest in any part thereof, through or under Prairieland. If any such lien is filed or registered at any time, Prairieland shall procure registration of its discharge within 30 days after the lien has come to the notice or knowledge of Prairieland; but, if Prairieland desires to contest in good faith the amount or validity of any lien and so notifies the City, and if Prairieland deposits with the City, or pays into court to the credit of any lien action, the amount of the lien claimed, then Prairieland may defer payment of such lien claimed for a period of time sufficient to enable Prairieland to contest the claim with due diligence, provided always that neither the Exhibition Grounds nor the Development, nor the Additional Development, nor any part thereof, nor Prairieland's leasehold interest therein, shall thereby become liable to forfeiture or sale. The City may, but shall not be obliged to, discharge any lien filed or registered at any time if in the City's judgment the Exhibition Grounds or the Development or the Additional Development or any part thereof, or Prairieland's interest therein, becomes liable to any forfeiture or sale or is otherwise in jeopardy, and any amount paid by the City in so doing, together with all reasonable costs and expenses of the City shall be reimbursed to the City by Prairieland on demand, together with interest at the Percentage Rate from the date incurred until paid, and may be recovered as Rent in arrears. Nothing herein contained shall authorize Prairieland, or imply any consent or agreement on the part of the City, to subject the City's estate and interest in the Exhibition Grounds, the Development or Additional Development to any lien.

Part XV
Inspection by the City

15.01 **Inspection by the City**

The City, its employees and agents shall, upon giving reasonable notice to Prairieland, be entitled to inspect the Exhibition Grounds and the Development and Additional Development at any time during usual business hours for the purpose of ascertaining the condition or state of repair thereof, or verifying that the provisions of this Lease are being

complied with, and Prairieland shall, upon reasonable notice, permit access for this purpose.

Part XVI
Dealings with the Exhibition Grounds, the Development and Additional Development

16.01 Rights of the City

Nothing contained in this Lease prohibits or restricts the City or implies any prohibition or restriction from assigning, encumbering or otherwise dealing with its reversionary interest in the Exhibition Grounds and the Development and Additional Development, but subject always to this Lease and the rights of Prairieland hereunder.

16.02 Subletting

Prairieland may, from time to time, with the prior written consent of the City in each case, but only for the purposes described in 8.01 hereof, enter into subleases of a portion or portions of the Exhibition Grounds, the Development or Additional Development, provided that:

(a) no such sublease shall be for a term (taking into account any renewals and extensions) which shall extend beyond the expiration of the Term of this Lease;

(b) nothing herein contained shall authorize Prairieland, or imply any consent or agreement on the part of the City, to subject the City's estate or interest in the Exhibition Grounds or the Development or Additional Development to any sublease;

(c) no sublease shall release or impair the continuing obligations of Prairieland hereunder.

16.03 Other Dispositions

Neither Prairieland nor any lessee, assignee or encumbrancer of Prairieland may assign or mortgage or encumber the Exhibition Grounds and the Development or Additional Development, or any part thereof, without the prior written consent of the City in each case, which consent, despite any statutory provision to the contrary, may be arbitrarily withheld. Notwithstanding the foregoing, should Prairieland desire to encumber the Exhibition Grounds by way of mortgage so as to facilitate the construction and provision of the Development or the Additional Development, the City agrees that the consent required with respect to any such mortgage shall not be unreasonably withheld. The consent by the City to an assignment, mortgage or encumbrance will not constitute a waiver of its consent to any subsequent assignment, mortgage or encumbrance. This prohibition against assignment, mortgage or encumbrance includes a prohibition against an assignment, mortgage or

encumbrance by operation of law. If this Lease is assigned in any case without the consent of the City when required, the City may collect rent from the assignee and apply the net amount collected to the Rent herein reserved, but no such assignment or collection shall be considered a waiver of this covenant, or an acceptance of any such assignment. Despite an assignment, Prairieland remains fully liable under this Lease. An assignment of this Lease, if consented to by the City, will be prepared by Prairieland and all legal costs of its preparation will be paid by Prairieland.

16.04 **Additional Conditions Affecting Assignment by Prairieland**

No assignment of this Lease, except an assignment by way of mortgage and to which 16.03 applies, shall be made by Prairieland unless the assignee expressly covenants and agrees with the City to perform and observe all Prairieland's covenants under this Lease and unless the assignee of the interest of Prairieland under this Lease receives an assignment of all of Prairieland's rights relating to the Exhibition Grounds and to the Development and Additional Development.

16.05 **Prairieland to Comply with Obligations**

Prairieland shall observe and perform all Prairieland's obligations incurred in respect of assignments, subleases, mortgages and encumbrances of Prairieland's leasehold interest and Prairieland's interest in the Exhibition Grounds and the Development and Additional Development, and shall not suffer or allow any such obligations to be in default, and if any such default occurs the City may, but shall not be obliged to, rectify such default for the account of Prairieland, and any amount paid by the City in so doing, together with all reasonable costs and expenses of the City, shall be reimbursed to the City by Prairieland on demand together with interest at the Percentage Rate from the date incurred until paid, and may be recovered as if it were Rent in arrears.

16.06 **Acknowledgments by City**

The City shall promptly, and whenever requested by Prairieland, execute an acknowledgement or certificate in favour of any actual or prospective assignee, sublessee, mortgagee or encumbrancer of Prairieland's interest permitted by this Lease, acknowledging or certifying the status of this Lease, any modifications of this Lease, any breaches of covenant known to the City, and the state of the Rent account, with the intent that any such knowledge or certificate may be relied upon by any person to whom it is addressed.

Part XVII
Indemnity of the City

17.01 **Exemption of the City from Liability**

The City shall not be liable or responsible in any way for personal or consequential injury of any kind whatsoever that may be suffered or sustained by Prairieland, or any employee, agent, lessee, assignee, invitee or licensee of Prairieland, or any other person who may be upon the Exhibition Grounds or the Development or Additional Development, or for any loss, theft, damage or injury to any property upon the Exhibition Grounds or the Development or Additional Development howsoever caused.

17.02 **Indemnity of the City by Prairieland**

Prairieland shall indemnify the City against all claims by any person arising from the operation of or any defect or want of repair in the Exhibition Grounds or the Development or Additional Development, or any want of maintenance thereof, or anything done or omitted on or in the Exhibition Grounds or the Development or Additional Development, or any other thing whatsoever, arising from any breach or default or from any negligence by Prairieland, Prairieland's agents, contractors, employees, invitees, lessees, assignees or licensees or from any accident, injury or damage or any other cause whatsoever, and such indemnity shall extend to all costs, counsel fees, expenses and liabilities which the City may incur with respect to any such claims.

Part XVIII
Default of Prairieland

18.01 **Bankruptcy or Insolvency of Prairieland**

If during the Term of this Lease Prairieland makes an assignment for the benefit of creditors, or assigns in bankruptcy, or takes advantage in respect of Prairieland's own affairs of any statute for relief in bankruptcy, moratorium, settlement with creditors, or similar relief of a bankrupt or insolvent debtor, or if a receiving order is made against Prairieland, or if Prairieland is adjudged bankrupt or insolvent, or if a liquidator or receiver of any property of Prairieland is appointed by reason of any actual or alleged insolvency or any default of Prairieland under any mortgage or other obligation, or if the interest of Prairieland in the Exhibition Grounds or the Development or Additional Development becomes liable to be taken or sold under any writ of execution or other like process and remains undischarged for 30 days, then the occurrence of any such contingency shall be deemed to be a breach of this Lease, and at the option of the City, this Lease may be terminated and shall expire as fully and completely as if the date of the happening of such default was the date herein fixed for the expiration of the Term of this Lease, and Prairieland shall quit and surrender the Exhibition Grounds and the Development and Additional Development to the City, but shall, notwithstanding, remain liable for any loss or damage suffered by the City.

18.02 **Re-Entry on Certain Defaults by Prairieland**

If:

(a) Prairieland defaults in the payment of Rent or any other sums required to be paid to the City by any provision of this Lease, and such default continues for 15 days after notice thereof is given by the City to Prairieland; or

(b) Prairieland defaults in performing or observing any of its other covenants or obligations under this Lease, or any contingency occurs which by the terms of this Lease constitutes a breach hereof or confers upon the City the right to re-enter or require the forfeiture or termination of this Lease, and the City gives Prairieland notice of such default or the happening of such contingency, and at the expiration of 30 days after the giving of such notice the default or contingency continues to exist; or

(c) this Lease expires or is forfeited or is terminated by any other provision in it contained,

then the City or the City's agents or employees may immediately or at any time thereafter:

(a) re-enter the Exhibition Grounds and the Development and Additional Development; and,

(b) remove all persons and their property therefrom either by summary eviction proceedings or by any other suitable action or proceedings at law, equity or otherwise, without being liable to any prosecution or damages therefore; and,

(c) repossess and enjoy the Exhibition Grounds and the Development and Additional Development and all fixtures and improvements thereon,

without such re-entry and repossession working a forfeiture or waiver of the Rents to be paid and the covenants to be performed by Prairieland up to the date of such re-entry and repossession.

18.03 **City May Perform Prairieland's Obligations**

Without limiting any other remedy which the City may have, the City shall have the right at all times to enter the Exhibition Grounds and the Development and Additional Development for the purpose of curing any defaults of Prairieland, and no such entry for such purpose shall be deemed to work a forfeiture or termination of this Lease, and Prairieland shall permit such entry. The City shall give not less than seven days' notice to Prairieland of its intention to enter for such purpose but may enter upon a shorter period of notice or without notice where, in the City's reasonable judgment, there is a real or apprehended emergency or danger to persons or property, or where any delay in remedying such default would or might materially prejudice the City. Prairieland shall

reimburse the City upon demand for all expenses incurred by the City in remedying any default, together with interest thereon at the Percentage Rate from the date incurred until paid. The City shall be under no obligation to remedy any default of Prairieland, and shall not incur any liability to Prairieland for any action or omission in the course of its remedying or attempting to remedy any such default.

18.04 **Right to Relet**

If the City re-enters as herein provided, it may either terminate this Lease or it may from time to time without terminating Prairieland's obligations under this Lease, make alterations and repairs considered by the City necessary to facilitate reletting, and relet the Exhibition Grounds or the Development and/or Additional Development or any part thereof as agent of Prairieland for such term or terms and at such rental or rentals and upon such other terms and conditions as the City, in its reasonable discretion, considers advisable. Despite a reletting without termination, the City may elect at any time to terminate this Lease for a previous breach.

18.05 **Expenses**

If the City terminates this Lease for any breach, in addition to any other remedies it may have, it may recover from Prairieland all damages it incurs by reason of the breach including the cost of recovering the Exhibition Grounds and the Development and Additional Development, together with all reasonable legal fees.

18.06 **Legal Expenses**

If the City brings an action against Prairieland arising from an alleged breach of a covenant or condition of this Lease to be complied with by Prairieland, and the Court establishes that Prairieland is in breach of the covenant or condition, Prairieland will pay to the City all expenses incurred by the City in the action including reasonable legal fees.

18.07 **Distress**

Prairieland covenants with the City in consideration of the making of this Lease that despite anything contained in *The Landlord and Tenant Act* of the Province of Saskatchewan and other applicable legislation, none of the goods and chattels of Prairieland on the Exhibition Grounds or the Development or Additional Development is exempt from levy by distress for Rent in arrears, and that upon a claim being made for exemption by Prairieland or on distress being made by the City, this section may be pleaded as an estoppel against Prairieland in an action brought to test the right to levy upon goods named as exempted.

18.08 **Notice To and Remedies of Mortgagees and Encumbrancers of Prairieland's Interest**

The City covenants that:

(a) no re-entry, forfeiture or termination of this Lease by the City shall be valid against a mortgagee or encumbrancer of Prairieland's interest permitted by the terms of this Lease who has filed with the City written notice of his encumbrance and specified an address for notice unless the City shall first have given the encumbrancer notice of the default or contingency entitling the City to re-enter, terminate or forfeit this Lease and of the City's intention to take such proceedings, and requiring the encumbrancer to cure the default. The encumbrancer shall thereafter have a specified period, which shall be the shortest period necessary to cure the default with the application of due diligence, but which shall not be less than three months, and shall be permitted access to the lands and the Development and Additional Development for that purpose. If the default is cured within the period specified the encumbrancer shall be entitled to continue as tenant for the balance of the Term remaining at the dates of the notice of default, but only if the encumbrancer attorns as tenant to the City and undertakes to be bound by and to perform all of the covenants of this Lease; and,

(b) if this Lease is subject to termination or forfeiture pursuant to paragraph 18.01 hereof by reason of the bankruptcy or insolvency of Prairieland, Prairieland's default shall be deemed to have been sufficiently cured if, as against Prairieland, the mortgagee or encumbrancer takes possession and control of the Exhibition Grounds and the Development and Additional Development, assumes this Lease, covenants with the City to perform all the obligations of Prairieland under this Lease, and cures any default by Prairieland within the period specified by this Lease; and,

(c) any re-entry, termination or forfeiture of this Lease made in accordance with the provisions hereof as against Prairieland shall be valid and effectual against Prairieland even though made subject to the rights of any mortgagee or encumbrancer of Prairieland's interest to cure any default of Prairieland hereunder.

18.09 **Remedies of the City Are Cumulative**

The remedies of the City specified in this Lease are cumulative and are in addition to any remedies of the City at law or equity. No remedy shall be exclusive, and the City may from time to time have recourse to one or more or all of the available remedies specified herein or at law or equity. In addition to any other remedies provided in this Lease, the City shall be entitled to restrain by injunction any violation or attempted or threatened violation by Prairieland of any of the covenants hereof.

18.10 **Waiver**

Failure of the City to insist upon the strict performance of any covenant of this Lease shall not waive such covenant, and the waiver by the City

of a breach of term, covenant or condition of this Lease will not be considered to be a waiver of a subsequent breach of the term, covenant or condition or another term, covenant or condition. The acceptance of Rent or other monies due hereunder by the City with knowledge of any breach of any term, covenant or condition by Prairieland shall not be considered to be a waiver of any preceding breach by Prairieland of the term, covenant or condition of this Lease, regardless of the City's knowledge of the preceding breach at the time of acceptance of the Rent or other monies. No covenant, term or condition of this Lease will be considered to have been waived by the City unless the waiver is in writing signed by the City.

Part XIX
Expropriation

19.01 **Rights of the City on Expropriation**

If at any time during the Term of this Lease, the whole or any part of the Exhibition Grounds or the Development or Additional Development shall be taken by any lawful power or authority by the right of expropriation, the City may, at its option, give notice to Prairieland terminating this Lease in its entirety or, only insofar as it affects the part of the Exhibition Grounds or Development or Additional Development taken by the lawful power or authority by right of expropriation, on the date when Prairieland or the City is required to yield up possession thereof to the expropriating authority. Upon such termination, or upon termination by operation of law, as the case may be, Prairieland shall immediately surrender the Exhibition Grounds and the Development and Additional Development or any part thereof taken by the expropriating authority as the case may be, and all its interests therein, and the Rent shall abate and be apportioned to the date of termination and Prairieland shall forthwith pay to the City the apportioned Rent and all other amounts which may be due to the City up to the date of termination. Prairieland shall have no claim upon the City for the value of its property or the unexpired Term of this Lease, but the parties shall each be entitled separately to advance their claims for compensation for the loss of their respective interest in the leased premises taken. The parties shall be entitled to receive and retain such compensation as may be awarded to each respectively.

Part XX
Determination of Disputes

20.01 **Determination of Disputes as Provided for in this Lease**

Where in this Lease it is specifically provided that any computation, fact, value, amount or other matter or any dispute concerning the same is to be determined in a particular way, such provision shall govern, and any determination made in accordance therewith shall be binding upon the parties hereto.

20.02 **Determination of Other Disputes**

Except where this Lease provides for the manner of determining a dispute and that the determination so made shall be binding upon the parties, the parties shall have all their normal remedies at law or equity and, in particular, nothing herein shall deprive the City of all its legal and equitable remedies for the enforcement of any breach of covenant by Prairieland under this Lease.

Part XXI
Miscellaneous

21.01 **Notice**

Each notice, demand and request that may or must be given pursuant to this Lease must be in writing and is sufficiently given if sent by registered mail, and in the case of the City, addressed to it as follows:

The City of Saskatoon
c/o City Clerk
222 Third Avenue North
Saskatoon, Saskatchewan
S7K 0J5

and in the case of Prairieland, addressed to it as follows:

Saskatoon Prairieland Exhibition Corporation
c/o General Manager
Administration Building, Exhibition Grounds
P. O. Box 6010
Saskatoon, Saskatchewan
S7K 4E4

or at such other addresses as the parties may advise from time to time by notice. Assignees and mortgagees permitted under 16.03 hereof must supply their respective mailing addresses to the City. The date of receipt of the notice, demand or request shall be considered to be the second business day following the date of the mailing.

21.02 **No Relationship Except Landlord and Tenant**

This Lease is not intended to create a relationship other than that of landlord and tenant as to the Exhibition Grounds or the Development or Additional Development. The City does not in any way or for any purpose become a partner of or a member of a joint venture or joint enterprise with Prairieland.

21.03 **Time of the Essence**

Time is of the essence of this Lease.

21.04 **Amendments must be Equally Formal**

This Lease may not be amended except by instrument in writing of equal formality signed by the parties to this Lease or their successors or assigns as limited in this Lease.

21.05 **Successors and Assigns**

This Lease binds and benefits the parties and their respective successors and assigns as limited in this Lease.

In Witness Whereof the parties have hereunto affixed their corporate seals attested to by the hands of their proper signing officers in that behalf, as of the effective date first above written.

The City of Saskatoon

_____
Mayor

_____
City Clerk

Saskatoon Prairieland Exhibition Corporation

_____

c/s

_____

Schedule "A"

Legal Descriptions of the "Lands"

All that portion of the North East Quarter of Section 17, Township 36, Range 5, West of the Third Meridian, Saskatchewan, shown as Parcel "A" on Plan 68-S-14855. Mines and Minerals Excepted by 88-S-38858-1.

All that portion of the North East Quarter of Section 17, Township 36, Range 5, West of the Third Meridian, Saskatchewan, shown as Parcel "C" on Plan 72-S-03709. Mines and Minerals Excepted by 88-S-38858-1.

All that portion of the North East Quarter of Section 17, Township 36, Range 5, West of the Third Meridian, Saskatchewan, shown as Parcel "D" on Plan 88-S-38862. Mines and Minerals Excepted by 88-S-38858-1.

Legal Subdivisions Nine (9) and Ten (10) of Section Seventeen (17), in Township Thirty-six (36), in Range Five (5), West of the Third Meridian, in the Province of Saskatchewan, in the Dominion of Canada, Except: Out of Legal Subdivision Ten (10), the most Westerly Thirty-three (33) feet in width throughout. Minerals Included.

Legal Subdivision 15 and 16 of Section 17, Township 36, Range 5, West of the Third Meridian, Saskatchewan, 80 acres, Except:

Firstly: All that portion taken for Right of Way of the Qu'Appelle Long Lake and Saskatchewan Railway, containing .416 of an acre, Plan CS 2640,

Secondly: The Most Westerly 33 feet in depth throughout,

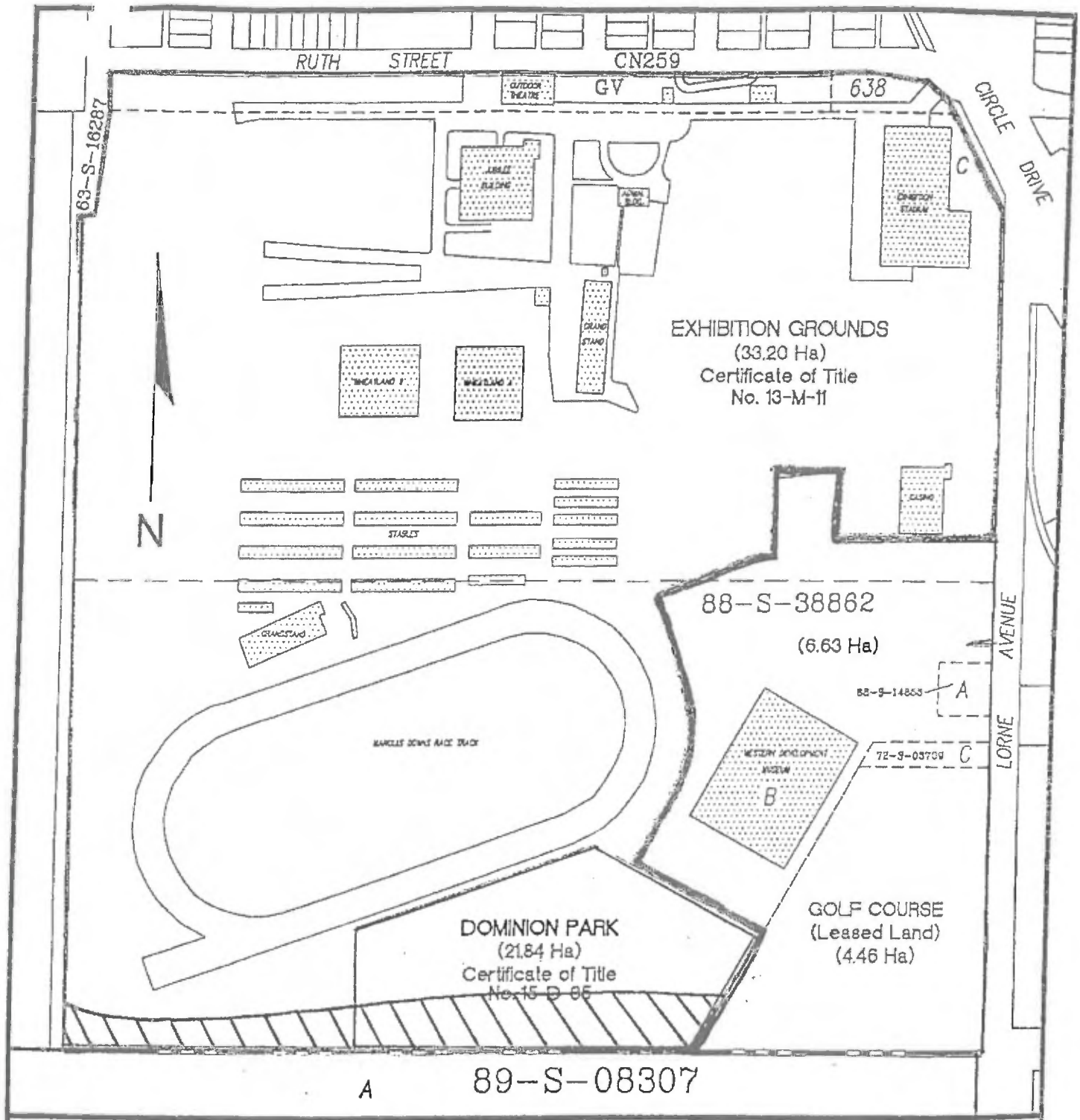
Thirdly: 0.11 of an acre, Parcel A, for Roadway, Plan 63-S-16287,

Fourthly: All that portion shown on Plan 69-S-14829,

Fifthly: All that portion shown as Parcel D, Plan 88-S-38862.

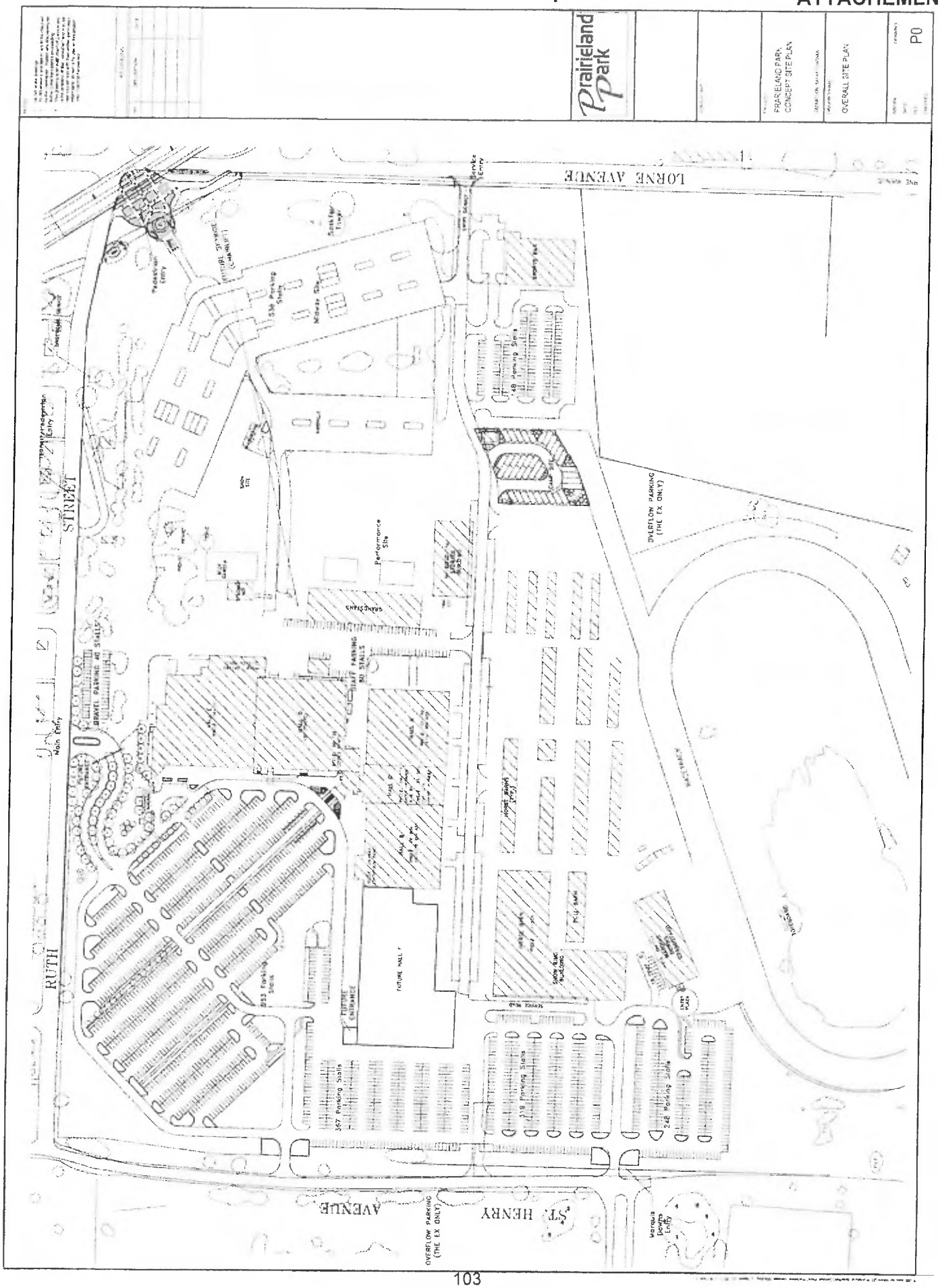
Mines and Minerals Excepted by 88-S-38858-1.

SCHEDULE "B"



SKETCH PLAN SHOWING: EXHIBITION GROUNDS, DOMINION PARK, WESTERN DEVELOPMENT MUSEUM AND LANDS LEASED TO SASKATOON GOLF & COUNTRY CLUB

DRAWING NOT TO SCALE
PLANNING & CONSTRUCTION STANDARDS DEPT.
DECEMBER 1993 R:EXHIB-R1.DWG


Prairieland Park
PRAIRELAND PARK
CONCEPT SITE PLAN
OVERALL SITE PLAN
P0
LORNE AVENUE
RUTH STREET
ST. HENRY AVENUE
OVERFLOW PARKING (THE EX ONLY)
Performance Site
Main Entry
Service Entry
Pedestrian Entry
Kindergarten Entry
Main Gate
Service Gate
Future Hall
Future Entrance
Show Ring Building
Horse Barns
Pig Barns
Beef Barns
Sheep Barns
Poultry Barns
Dairy Barns
Grandstand
Midway
Track
Infield
Paddock
Pond
Gazebo
Marquis Downs Entry
Sprinkler Tower
Pump House
Transformer
Gravel Parking Lot
Paved Parking Lot
Overflow Parking
Bus Parking Slots
367 Parking Stalls
319 Parking Stalls
242 Parking Stalls
Future Entrance

Comments from Administrative Review for Prairieland Park Concept Plan

1. Parks Division – Community Services Department

   - The detailed design of the vehicular entrance off Ruth Street should be provided to Parks to assess impact on City trees.

2. Transportation and Utilities Department

   Transportation Comments
   - A Transportation Impact Assessment will not be required.
   - Traffic accommodation during major events, especially wayfinding on and off-site, are a concern. Please contact Transportation for further details.
   - The detailed design of the vehicular entrance off Ruth Street should be provided to Transportation for review and approval.

   Water and Sewer Comments
   - Water – the internal system does not appear to have sufficient fire flow; therefore, further investigation of potential upgrades to the system is recommended.
   - Sanitary – There are no concerns.
   - Storm – There is no internal storm system, and the site for Hall F is already impervious. A storm will required at the building permit stage.

3. Saskatoon Fire Department
   - Ensure that Fire Department Access routes and designs are in accordance with the National Building and Fire Codes.

4. Saskatoon Police Service
   - There are no concerns with the proposal.

5. Utility Agencies
   - Saskatoon Light and Power, SaskTel and SaskEnergy responded to the referral. These agencies did not have any concerns or easement requirements.

Note: The applicant has been informed of, and agrees to the above requirements.

Prairieland Park

WHERE GREAT THINGS HAPPEN

City Council Report

Background

Saskatoon Prairieland Park Corporation was originally formed in 1886 to run the Annual Summer Exhibition for the City of Saskatoon. In fact, the corporation has operated the Summer Exhibition for 131 consecutive years. Since its early years, the corporation has grown into four major divisions. The Events Department operates the Saskatoon "Ex" which has grown into the largest annual event in Saskatchewan, with over 210,000 patrons each year. This department also produces the annual Gardenscape Show each spring and provides event staffing for SaskTel Centre.

The Racing Department operates Marquis Downs Race Track; offering live thoroughbred horse racing to the satisfaction and enjoyment of thousands of fans each summer. This is a unique attraction for Saskatoon employing several hundred horsemen throughout the summer. This department requires the operation of Sports on Tap to run its Off Track Betting Theatre. Without Sports on Tap, horse racing at Marquis Downs would not be financially viable.

The Agriculture Department operates six major events each year and operates the Prairieland Park Ag Centre which hosts 30 additional events per year. The Western Canadian Crop Production Show operates each January to support the entire grain industry in Saskatchewan. The other agriculture shows provide opportunities for youth to grow their knowledge of this important provincial industry. Please see Appendix "A" for a list of Prairieland Park produced events.

The Trade and Convention Centre operates a 200,000 square foot, five building facility to meet the critical needs of a long list of clients in industry, culture and agriculture. Please see Appendix "B" for the list of our annual clients. Prairieland Park has an economic output of $125 million for the City of Saskatoon, and sees about 1.5 million visits per year.

Saskatoon Prairieland Park Corporation has been allowed to operate on City of Saskatoon land without charge since its inception to provide its valuable contribution to the community. With the massive requirement for space to run the "Saskatoon Ex" and The Marquis Downs Race Track, a property tax levy would be untenable. This agreement is consistent with other jurisdictions in Canada such as Calgary, Edmonton and Regina. In 1995, the City of Saskatoon and Saskatoon Prairieland Park Corporation signed a formal 50 year lease agreement with payment of $100 per annum. This lease agreement allowed Prairieland Park to enter into a bank financing agreement secured by the assets of the corporation. Funds received from the $5 million loan were used to redesign the park according to a new master concept plan approved by City Council on November 1st, 1999. Included in these upgrades was a new underground storm water management system with an outflow to the South Saskatchewan River.

The advantages of this lease are substantial for the City of Saskatoon as it has not been required to invest large amounts of capital funds on the park. Prairieland Park has invested over $30 million in upgrades to the Park without requiring contributions from the City of Saskatoon. Over the past seven years, Prairieland Park has spent $5 million on electrical infrastructure without any City contribution. This is very unique in the "fair" industry as other cities such as Calgary, Edmonton and Regina have had to invest millions to keep their parks operational. In fact, the City of Regina has invested over $30 million at Regina Exhibition Park over the last decade.

The market's demand for expanded trade facilities is substantial. The most immediate challenge comes from the annual Prairieland Park produced Western Canadian Crop Production Show. This leading edge grain producer event takes place each January and brings over 20,000 grain producers and businesses to Saskatoon. Hotels and restaurants are very busy during this event in what is normally a quiet month. Over thirty companies are on wait lists and many more existing clients are requesting additional space. In 2017, Prairieland Park erected a 7,000 square foot tent to accommodate excessive demand. Heating a tent in January is a major challenge and did not work well. This event alone makes a new facility financially viable.

A number of existing clients are currently requesting additional space. Folkfest is expanding to the point that seven tents will be erected on the Park in 2017 to meet demand. A list of these clients is attached in Appendix "D".

Prairieland Park Corporation is currently working with Tourism Saskatoon on a number of potential bids for major national events. Each one of these events will have in excess of 1,000 delegates and a trade show component which requires increased capacity. None of these events can be accommodated within other civic or private facilities. Each and every one of these events creates a large economic impact to the City of Saskatoon. Please see the list of potential bids in Appendix "E". You will note that several of the bids are in partnership with "SaskTel Centre". In fact, the 2019 Juno bid in partnership with SaskTel Centre cannot be accommodated by Prairieland Park without a new facility. SaskTel Centre wants to bid on this event for March, 2019 in order to avoid a "playoff buyout" to the Saskatoon Blades. Prairieland Park facilities are booked on those dates; however, a new facility will accommodate this bid.

Over the years, there have been a number of smaller events that Saskatoon Prairieland Park competes with other venues and civic facilities on. However, these events are seen as insignificant and instead Saskatoon Prairieland Park is perceived as a major contributor to economic activity in the City of Saskatoon by filling thousands of hotel room nights per year. In fact, Saskatoon Prairieland Park has not received any complaints from the hotel industry in regard to competition for events.

Saskatoon Prairieland Park Corporation operates "Sports on Tap" (SOT) on the park to support the live thoroughbred horse racing industry. In the current gaming environment, live horse racing is not sustainable on its own admissions, wagering handle and food and beverage sales. With the proliferation of the gaming industry in

Canada and with new casinos and VLT's in bars, the horse racing share of the market has declined significantly over the last several decades. In order to mitigate this loss of revenue, the Canadian Pari-Mutuel Agency (CPMA) licensed live racing track operators to conduct off-track wagers (OTB) via satellite on race tracks across North America. This revenue source, plus VLT and other revenues at SOT sustains the live racing industry in Saskatchewan.

SPPC is fortunate to have the space adjacent to SOT to operate beach volleyball leagues to meet the demand for this sport in Saskatoon. Except for the Sutherland Hotel, no other bar has the land base to accommodate this demand. To our knowledge, the Sutherland Hotel volleyball league is at capacity and therefore SOT is not in competition for their clients. Most of the volleyball teams playing at SOT came from the closure of the courts operated by "Louis' Pub" on the campus of the University of Saskatchewan. With new pubs operating in Stonebridge; Brown's Ale House, the Great Canadian Brewhouse, Tony Roma's and Rock Creek, it is doubtful that SOT is "taking away" or "competing" substantially in the local market area.

The City of Saskatoon assesses an amusement tax of 9% of sales from the carnival rides held during the annual Saskatoon "Ex" operated by Prairieland Park. This tax equates to approximately $75,000 per year. No other business or industry is currently being assessed this tax by the City of Saskatoon. According to senior management of North American Midway Entertainment, no other major fair in North America has a tax levied on them by the local municipality. This tax created a competitive disadvantage for the Saskatoon "Ex". Several years ago, City Council agreed to return the tax levy to Prairieland Park in the form of a capital grant. The net effect of this grant is that it is revenue neutral to the City of Saskatoon. An argument could be made to eliminate the current amusement tax and corresponding grant in the name of redundancy.

Prairieland Park meets a critical need in the community with its unique programming and specialized park and facilities. A number of major special events will be attracted to Saskatoon with the expansion of the Trade Center Complex. The corporation respectfully requests the approval by City Council for this project.

Appendices

Appendix A: **Prairieland Park Produced Events**

Appendix B: **Existing Prairieland Park Clients**

Appendix C: **Exhibition Park Long Term Development Concept - 1999**

Appendix D: **Current Clients Requiring Expanded Facilities**

Appendix E: **Potential Bids**

Appendix A
Prairieland Park Produced Events

1. Western Canadian Crop Production Show - January
2. Marquis Downs Race Track – June - September
3. Gardenscape - March
4. The Saskatoon "Ex" - August
5. World Professional Chuckwagon Association – Chuckwagon Races - June
6. Prairieland Junior Ag Showcase - July
7. Ag Experience for Students - October
8. New Year's Eve House Party - December
9. Equine Expo - February
10. Prairieland Youth Leadership Conference - February
11. Saskatchewan Beef Expo – April

Appendix B
Existing Prairieland Park Clients

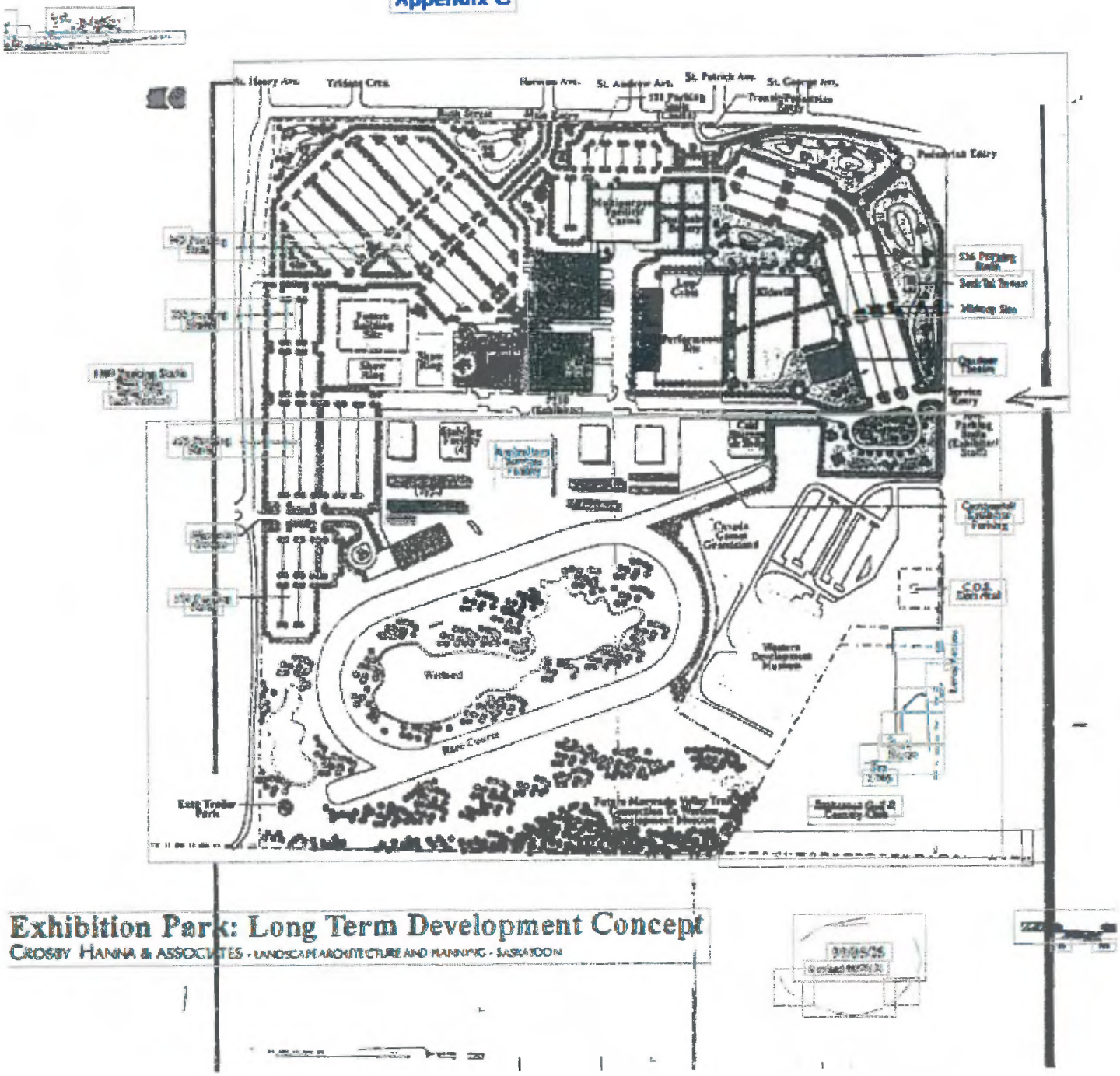
1. Sherwood RV – RV Show and Sale
2. Lardners Trailer Sales – RV Show and Sale
3. Glenwood RV - RV Show and Sale
4. MMX Ventures (formerly TRX RV): RV, Leisure and Motorsports Liquidation Event
5. Drive Nation – Car Sale
6. MacNeil Motors – Car Sale
7. Legend Holdings - Car Sale
8. Bourgault – Agriculture Equipment Training
9. Seed Hawk. – Agriculture Equipment Training
10. Redhead Equipment: - Agriculture Equipment Training
11. Saskatchewan Men's Apparel Club - Midwest Buymart
12. Saskatchewan Safety Council - Industrial Safety Seminar – Conference and Trade Show
13. Saskatoon Wildlife Federation:- Sports and Leisure Show
14. Saskatoon and Region Homebuilders Association - Homestyles
15. Saskatchewan Association of Rural Municipalities: SARM Convention and Trade Show
16. Federated Cooperatives Ltd - Spring Buymart
17. Federated Cooperative Ltd. – Fall Buymart
18. Saskatchewan Mining Association - Mining Supply Chain Forum
19. Saskatchewan Mining Association - Mine Rescue Competition
20. Draggins Rod & Custom Car Club - SuperRun
21. Project Posh Events - Modern Woman Show and Exhibition
22. Hub City Kennel and Obedience Club - Hub City Kennel and Obedience Dog Show
23. Pow City Kinsmen - Top of the Hops
24. Islamic Association of Saskatoon - Muslim Prayers
25. Ahmadiyya Muslim Community - Muslim Community Event
26. Mount Royal Collegiate – High School Graduation Ceremony
27. Bedford Road Collegiate - High School Graduation Ceremony
28. Aden Bowman Collegiate - High School Graduation Ceremony
29. Marian Graham Collegiate - High School Graduation Ceremony
30. Walter W. Brown High School (Langham) - High School Graduation Ceremony
31. Evan Hardy Collegiate - High School Graduation Ceremony

32. St. Joseph High School - High School Graduation Banquet
33. Bethlehem High School - High School Graduation Banquet
34. Holy Cross High School - High School Graduation Banquet
35. Marian Graham Collegiate - High School Graduation Banquet
36. Aden Bowman Collegiate - High School Graduation Banquets
37. Walter W. Brown High School (Langham) - High School Graduation Banquets
38. Saskatoon Folkfest Inc – Scottish Pavilion
39. Saskatoon Folkfest Inc - Philippine Pavilion
40. Saskatoon Folkfest Inc – Caribbean Pavilion
41. Saskatoon Folkfest Inc – Ukrainian Pavilion
42. Saskatoon Folkfest Inc - Greek Pavilion
43. Alberta Entertainment Expo - Saskatoon Comic & Entertainment Expo
44. Saskatchewan Snowmobile Association – Saskatchewan Snowmobile Show
45. Boyan Ukrainian Dance Group - Malanka
46. U of S Huskie's – Dog's Breakfast
47. Superrun – Western Canadian Car Show
48. Mennonite Central Committee – MCC Saskatchewan Relief Sale and Auction
49. Saskatchewan Indian Institute of Technologies – Sask. Regional Mental Wellness Knowledge Exchange

New Folkfest Pavilions This Year

1. Saskatoon Folkfest Inc – Brazilian Pavilion
2. Saskatoon Folkfest Inc - Chinese Pavilion
3. Saskatoon Folkfest Inc - Francophone Pavilion
4. Saskatoon Folkfest Inc – Ghana Pavilion
5. Saskatoon Folkfest Inc – Hungarian Pavilion
6. Saskatoon Folkfest Inc - Indian and Metis Pavilion
7. Saskatoon Folkfest Inc – Bangladesh Pavilion
8. Saskatoon Folkfest Inc – Nepal Pavilion
9. Saskatoon Folkfest Inc – Pakistan Pavilion
10. Saskatoon Folkfest Inc – Peru Pavilion
11. Saskatoon Folkfest Inc - South Sudan Pavilion
12. Saskatoon Folkfest Inc – Sudan Pavilion
13. Saskatoon Folkfest Inc – Vietnamese Pavilion
14. Saskatoon Folkfest Inc - Global Village Pavilion

Appendix C



Exhibition Park: Long Term Development Concept

CROSBY HANNA & ASSOCIATES - LANDSCAPE ARCHITECTURE AND PLANNING - SASKATOON

Appendix D
Current Clients Requiring Expanded Facilities

1. Western Canadian Crop Production Show
2. Sport and Leisure Show
3. MMX Ventures (formerly TRX RV): RV - Leisure and Motorsports Liquidation Event
4. Drive Nation – Car Sale
5. MacNeil Motors – Car Sale
6. Legend Holdings - Car Sale
7. Hub City Kennel and Obedience Club - Hub City Kennel and Obedience Dog Show
8. Saskatoon Folkfest Inc.
9. Saskatchewan Association of Rural Municipalities - SARM Convention and Trade Show
10. Saskatchewan Mining Association – Mining Supply Chain Forum
11. Alberta Entertainment Expo – Saskatoon Comic & Entertainment Expo

Appendix E
Potential Bids

1. Federated Cooperatives Ltd. – Federated Co-op Food Show
2. Canadian Gaming Association – Canadian Gaming Summit 2019
3. Western Retail Lumberman's Association – WRLA Showcase
4. Pirelli World Challenge Grand Prix
5. Juno Awards – 2019/2020 – PARTNER WITH SASKTEL CENTRE and TCU PLACE
6. Canadian National Animal Welfare Conference
7. Saskatchewan Union of Nurses – CFNU Biennium
8. Skills Canada National & Provincial Competition

The following is a copy of **Clause D2, Report No. 8-1995 of the City Commissioner** which was **ADOPTED,** [redacted] by City Council at its meeting held on **April 10, 1995:**

D2) Proposed Lease - The City of Saskatoon and the Saskatoon Prairieland Exhibition Corporation "Exhibition Grounds" (File No. CC 4215-1)

Report of the City Solicitor, April 5, 1995:

"Introduction

The City of Saskatoon is the registered owner of all those lands commonly known as the 'Exhibition Grounds', consisting of approximately 135 acres, and as shown boldly outlined on the sketch plan appended hereto. With the consent of the City, the Saskatoon Prairieland Exhibition Corporation ('Prairieland') has been utilizing such lands for its various purposes throughout most of this century.

In this regard, Prairieland has now contacted the City and advised of its long-range plans and desire to redevelop the Exhibition Grounds. In order to facilitate such a redevelopment, it will be necessary for Prairieland to conclude a formal lease agreement with the City respecting its use and occupancy of the Exhibition Grounds.

Background

The history of the relationship between the City and Prairieland is extremely lengthy, dating back to the early years of this century.

Our relationship respecting the current site of the Exhibition Grounds dates back to 1908 and the then Central Saskatchewan Agricultural Society. At its meeting held on December 9, 1908, a Special Committee recommended to City Council as follows:

> 'In order to meet the deficit of 1908 and to provide for the successful carrying on of the Fair in the future, we recommend that this Council submit to the ratepayers as a bylaw for $30,000.00 for the purpose of purchasing permanent grounds and the erection of buildings thereon. Those grounds and buildings to remain the property of the City and the Agricultural Society have the free use of them for agricultural show purposes; and in return for this the Directors of the Agricultural Society have agreed to hand over to the City all lumber and accessories at present owned by the Society on the City Park grounds.'

Debenture Bylaw No. 209 was accordingly prepared, approved by the ratepayers and passed. At least a portion of the current site of the Exhibition Grounds was subsequently purchased by the City, and placed at the disposal of the Central Saskatchewan Agricultural Society for the above-noted purposes.

On December 13, 1911, The Saskatoon Industrial Exhibition Limited was incorporated, and assumed the role formerly performed by the Central Saskatchewan Agricultural Society, and continued in occupation and use of what is now the Exhibition Grounds. In 1971, The Saskatoon Industrial Exhibition Limited changed its name to Saskachimo Exposition Ltd., which in turn subsequently changed its name to Saskatoon Prairieland Exhibition Corporation, being the current occupant of the Exhibition Grounds.

Throughout the years there has been a variety of agreements and understandings between the City and Prairieland respecting the use and enjoyment of the Exhibition Grounds and the specific buildings situate thereon; however, no single comprehensive agreement has ever been documented.

Current Status

As noted, The City of Saskatoon remains the legal and registered owner of all those lands commonly known as the Exhibition Grounds. Prairieland desires to redevelop such lands over a period of years in keeping with a recently completed master plan. The first phase of such redevelopment contemplates the construction and provision upon the Exhibition Grounds of:

(a) an 80,000 square-foot Class 'A' trade space facility; and,

(b) a 100,000 square-foot livestock facility; and,

(c) a 20,000 square-foot maintenance and storage facility,

together with the upgrading and renovation of the Administration Building, Grandstand and Race Horse Barns, and the general improvement and upgrading of the landscaping of the Exhibition Grounds.

In order to facilitate the financing associated with such redevelopment, it is necessary for Prairieland to enter into a formal lease agreement with the City whereby Prairieland's use of the Exhibition Grounds is formalized, and 'security of tenure' is assured. Towards this end, various discussions have been held with representatives of Prairieland respecting the terms and conditions of a leasehold agreement, culminating in the proposal set forth hereunder.

Proposed Lease

The major terms of the proposed lease agreement are as follows:

1. The Exhibition Grounds would be leased to Prairieland for a term of 50 years, with an option to renew for a further 20 years, for a nominal annual rental of $100.00.

2. Prairieland's use of the Exhibition Grounds would be restricted to those activities authorized by *The Agricultural Societies Act*, and the facilitation and promotion in the City of Saskatoon and area of agriculture, industry, education, culture, entertainment, sport and related activities. Additionally, Prairieland positively undertakes to so facilitate and promote all such activities. Industrial and residential uses are expressly prohibited.

3. Except with the consent of the City, and only for the noted purposes, subletting would be prohibited.

4. Prairieland undertakes to commence the above-described first phase of the redevelopment of the Exhibition Grounds so soon as reasonably possible, and to complete same by the year 2000. All concept plans relating to such redevelopment are subject to the prior approval of the City.

5. Prairieland would be required to install a system of storm drainage upon the Exhibition Grounds which satisfactorily meets the requirements of the site, determined in accordance with generally accepted engineering practices.

6. All capital, operating, repair, maintenance and other costs or expenses of any kind whatsoever are the sole responsibility of Prairieland, and detailed undertakings are made by Prairieland with respect to the repair and upkeep of the Exhibition Grounds.

7. Prairieland would be required to annually conduct a traditional agricultural/industrial 'summer fair' and exhibition.

8. Prairieland would be required to yield up to the City, without compensation, all those leased lands required for the extension of Circle Drive, at such time as required by the City for this purpose.

9. With the consent of the City, a portion of the Exhibition Grounds is currently being used by The Saskatoon Golf and Country Club Limited as a golf practice facility. Prairieland has undertaken in a satisfactory form to continue to accommodate such use.

10. Prairieland undertakes to provide the City, without charge, all such utility service easements as may be required.

11. Prairieland undertakes to entirely indemnify and save the City harmless with respect to any and all activities conducted upon the Exhibition Grounds, and any claims, costs, damages, etc. which may flow therefrom.

12. Upon the expiration or termination of the lease, the lands and all improvements thereto shall absolutely revert to the ownership of the City without charge or compensation whatsoever."

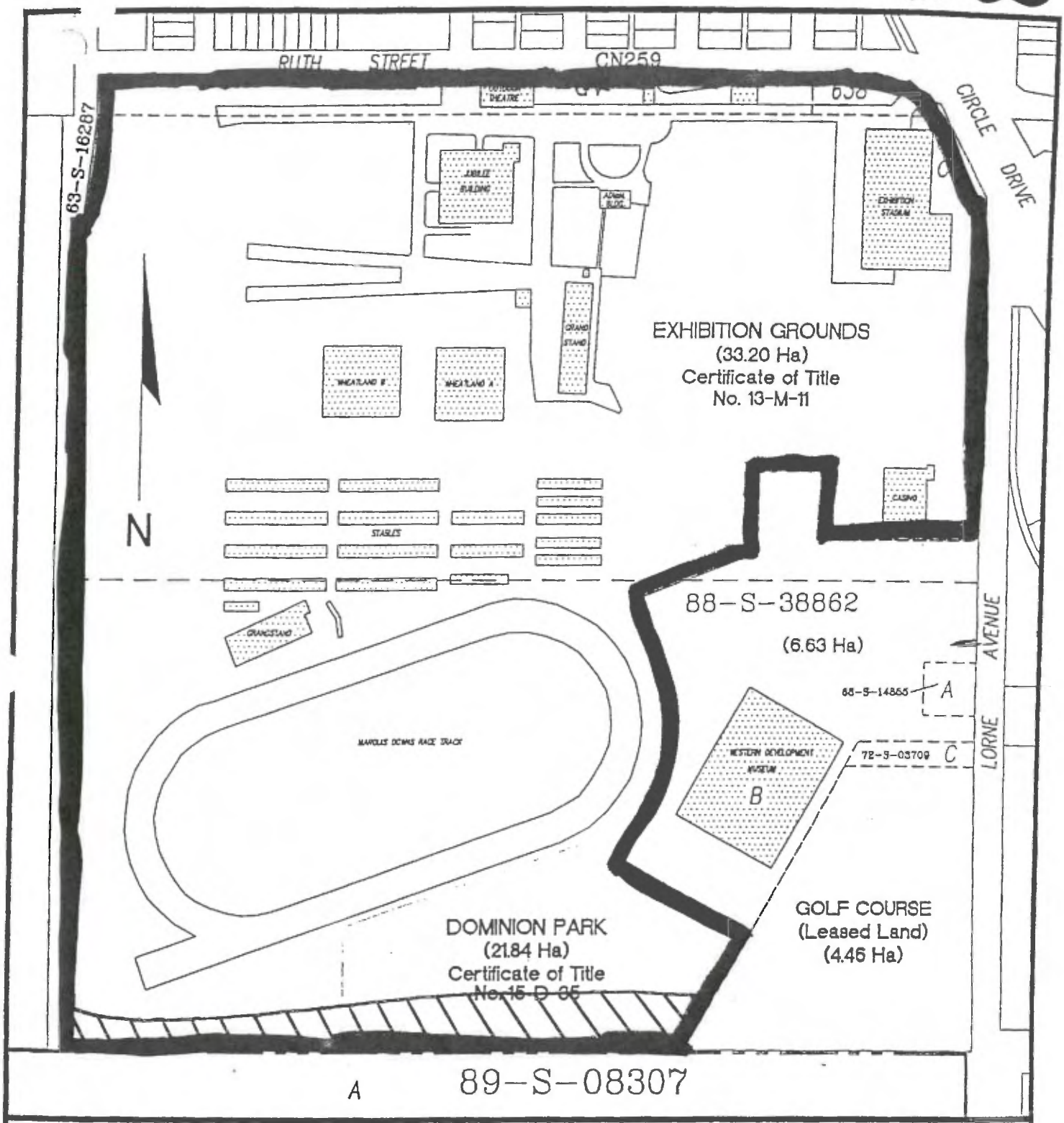
RECOMMENDATION:

1) that the proposed lease between The City of Saskatoon and Saskatoon Prairieland Exhibition Corporation relating to the Exhibition Grounds, in the form described herein, be approved; and,

2) that the City Solicitor be instructed to prepare the required Lease Agreement; and,

3) that His Worship the Mayor and the City Clerk be authorized to execute such Lease Agreement on behalf of The City of Saskatoon, and affix the corporate seal thereto.

D2



SKETCH PLAN SHOWING: EXHIBITION GROUNDS, DOMINION PARK, WESTERN DEVELOPMENT MUSEUM AND LANDS LEASED TO SASKATOON GOLF & COUNTRY CLUB

DRAWING NOT TO SCALE
PLANNING & CONSTRUCTION STANDARDS DEPT.
DECEMBER 1993 R:EXHIB-R1.DWG

Prairieland Park Taxation Exemption

Recommendation
That the information be received.

Topic and Purpose
The purpose of this report is to provide information regarding the status for taxation purposes of the property occupied by Saskatoon Prairieland Corporation (Prairieland Park), including Sports on Tap.

Report Highlights
1. *The Cities Act* governs the assessment and taxation of properties within the city.
2. Prairieland Park is exempt from taxation under provisions of *The Cities Act*. The exemption includes Sports on Tap, which is a business wholly owned and operated by Prairieland Park.

Strategic Goal
This report supports the Strategic Goal of Asset and Financial Sustainability by ensuring that the assessment and taxation of properties in the City of Saskatoon (City) is open, accountable and transparent and follows the requirements of *The Cities Act.*

Background
At its meeting on September 29, 2014, City Council, when considering the Boundary Alteration Proposal report, approved, in part:

> "2. That the Administration report to the Standing Policy Committee on Finance regarding the assessment issue at Prairieland Park including specific reference to Sports On Tap."

Report
The Cities Act provides exemptions from taxation for specified property types. An exemption from taxation is given to tax exempt organizations that occupy another exempt organization's property.

Prairieland Park is a non-profit corporation established as an agricultural society in 1886. Since 1911, it has occupied the land which is owned by the City. Currently, there is a 50-year land and building lease in place between Prairieland and the City that expires in April 2045.

Properties of agricultural societies are exempt from taxation under *The Cities Act*. Likewise, *The Cities Act* exempts property owned by the City from taxation. For this reason, Prairieland Park is exempt with respect to the property it leases from the City.

Sports on Tap is fully owned and operated by Prairieland. Therefore, it is covered by Prairieland Park's exemption.

Other Considerations/Implications

There are no policy, financial, environmental, privacy or CPTED implications or considerations, and there is no due date for follow-up or completion.

Public Notice

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

Report Approval

Written by:	Darcy Huisman, City Assessor
Reviewed by:	Shelley Sutherland, Director of Corporate Revenue
Approved by:	Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Prairieland Park Exemption_Dec 2015.docx

STANDING POLICY COMMITTEE ON FINANCE

Funding to Third Party Organizations

Recommendation of the Committee
That the direction of City Council issue.

History
At the August 14, 2017 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department, dated August 14, 2017, was considered.

A motion to forward a report to City Council to recommend that Council Policy No. C03 001, The Budget Process, be amended to add a section that limits funding to third party organizations outside the annual budget approval process only if a funding source is identified at the time of approval was lost on a tie vote. Your Committee is, therefore, forwarding this matter to City Council for consideration.

Attachment
August 14, 2017 report of the CFO/General Manager, Asset and Financial Management Department.

Funding to Third Party Organizations

Recommendation
That the Standing Policy Committee on Finance recommend to City Council that Council Policy No. C03-001, The Budget Process, be amended to add a section that limits funding to third party organizations outside of annual budget approval process only if a funding source is identified at the time of approval.

Topic and Purpose
The purpose of this report is to provide City Council with information regarding funding for third party organization best practices, as well as an option to amend Council Policy No. C03-001, The Budget Process (Budget Policy), for community-based, third party organization contributions outside of the City of Saskatoon's (City) annual budget approval process.

Report Highlights
1. The Administration could not find any best practices or municipal counterparts who have a similar policy.
2. The current Budget Policy offers no guidance in relation to awarding funds to projects outside of budget deliberations.
3. A policy amendment should be made to the Budget Policy that limits funding to third party organizations that is outside of the annual budget approval process only if a funding source is identified at the time of approval.

Strategic Goal
The information in this report supports the Strategic Goal of Asset and Financial Sustainability by demonstrating openness, accountability and transparency in financial reporting.

Background
At its May 23, 2017 regular meeting of City Council, it was resolved that:

> "The Administration be requested to report back on a policy for Council approval that restricts funding approvals for community-based, third party organizations in excess of "x" amount of dollars to the City's Budget deliberation process."

Report
Best Practices
Through the Administration's research and conversations with other municipalities, including Winnipeg, Regina, Calgary, Edmonton and Surrey, no comparable policies were found which restricted City Council's ability to provide funding outside of the annual budget approval process. Further, the Government Finance Officers Association has no best practice/suggested practices regarding this type of policy.

Administrative Budget Process

The Budget Policy currently provides City Council the discretion to authorize exceptions to an approved budget under Section 3(e)(i) which states, "authorization is required from City Council for all changes in service level (including the addition/deletion of programs) from that approved in the Operating Budget."

However, there is no guidance in relation to approving or allocating resources to community groups or other operating expense items that would affect future year's budgets outside of the annual budget approval process. While uncommon, City Council has in the past allocated funding of projects outside of the budget cycle that have had a future impact. Typically, there is no issue with this process as it provides City Council the opportunity to take advantage of beneficial opportunities to the City that do not coincide with the annual budget approval process. The biggest issue surrounding these requests is that a funding source or strategy needs to be identified at the time of award.

As part of the City's multi-year budget implementation plan, revisions to the current Budget Policy will be required. It is anticipated that this revised policy will be presented to City Council in early 2018. The Administration is recommending that a clause be added, as part of this future update, which restricts funding to third party organizations to only be awarded if a funding source if identified at the time of award. This will limit the risk that funding is awarded without appropriate funding in place. It is also being recommended that there be no dollar limit as the policy would apply to all future requests.

Options to the Recommendation

The Standing Policy Committee on Finance could choose to direct the Administration to develop a policy specific to restricting the funding available to third party organizations outside of budget deliberations. The Administration does not recommend this option as there is no best practice and would limit the City's flexibility outside of the annual budget approval process.

Other Considerations/Implications

There are no policy, financial, 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

Based on the decision of Standing Policy Committee on Finance and City Council, the Administration will update the policy for final approval in 2018.

Public Notice

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

Report Approval

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

STANDING POLICY COMMITTEE ON TRANSPORTATION

Neighbourhood Traffic Management – Vertical Traffic Calming Devices Pilot Project

Recommendation of the Committee
That the report of the A/General Manager, Transportation & Utilities Department dated August 15, 2017, be received as information.

History
At the August 15, 2017 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated August 15, 2017 was considered.

Attachment
August 15, 2017 Report of the A/General Manager, Transportation & Utilities Department

Neighbourhood Traffic Management – Vertical Traffic Calming Devices Pilot Project

Recommendation
That the report of the General Manager, Transportation & Utilities Department, dated August 15, 2017, be forwarded to City Council for information.

Topic and Purpose
This report provides information on the vertical traffic calming devices pilot project.

Report Highlights
1. Four locations were selected for the vertical traffic calming devices pilot project:
   - 400 and 500 block of Nemeiben Road;
   - 1200 block of 29th Street;
   - 300 and 400 block of Stensrud Road; and
   - 300 block of Vic Boulevard.
2. Temporary speed humps will be installed in spring 2018 and removed in late fall 2018 to avoid the winter months.
3. The Administration will submit a report to City Council in early 2019 on the effectiveness of the devices.

Strategic Goal
This report supports the Strategic Goal of Moving Around by providing a plan to guide the installation of traffic calming devices, and pedestrian safety enhancements to improve the safety of pedestrians, motorists, and cyclists.

Background
City Council at its meeting held on February 27, 2017, considered the report Neighbourhood Traffic Management – Feedback on Vertical Traffic Calming Devices, and resolved, in part:

> "2. That the Administration undertake a vertical traffic calming device pilot project in locations that would not currently qualify for such devices under the existing policy. Proposed locations should be based on transportation data, neighbourhood feedback, and consultation with local City Councillors. The goal of the project is to measure the impact of such devices in the community. Include consideration of temporary devices that can be removed in winter months and reporting to the Standing Policy Committee on Transportation before and after the pilot project."

Report

The criteria for selecting locations is as follows:

1. Reviewed all Neighbourhood Traffic Review (NTR) speeding concerns and speed studies (2014 to 2016).
2. Shortlisted locations with measured 85th percentile speeds of 56 kph or higher (21 locations remained).
3. Shortlisted locations were chosen by eliminating locations where:
   a) Recommendation from the NTR would already have reduced speed (i.e. traffic calming)
   b) There are school zones
   c) Streets that have more than two driving lanes
   d) There are arterials and major collectors
   e) Streets where speed boards are installed
4. Consulted with local area City Councillors.

This process generated the four locations proposed for the pilot project as follows:

Street	Area	Neighbourhood	Ward	Roadway Class	85th Percentile Speed (kph)
Nemeiben Road	Emmeline Road to Anglin Crescent	Lakeridge	9	Collector	63
29th Street	McMillan Avenue to Avenue M	Westmount	4	Major Collector	60
Stensrud Road	Muzyka Road to Van Impe Crescent/ Lamarsh Road	Willowgrove	10	Collector	56
Vic Boulevard	Assaly Street to Teal Crescent	Stonebridge	7	Collector	56

Temporary speed humps will be installed in spring 2018 and removed by September 30, 2018 to avoid the winter months.

The pilot project includes locations that are on Transit, Fire and Emergency response routes. As a result, the pilot project may have the following impacts:

- Delayed emergency response ranging between 5 to 10 seconds
- Increased traffic noise from braking and accelerating near the speed hump
- Vehicles with low undercarriages, including Transit, may experience difficulty crossing the speed hump

Financial Implications

The pilot project is estimated to cost approximately $40,000 which includes the cost of installation, before and after speed studies, and removal for all four locations. Funding will be included in Capital Project #1512 - Neighbourhood Traffic Management and will be subject to City Council approval.

Public and/or Stakeholder Involvement

Stakeholders including Saskatoon Transit, Roadways & Operations, Saskatoon Police Service, Saskatoon Fire Department, and MD Ambulance were contacted by email July 10, 2017 informing them of the locations selected. The following is a summary of the feedback received:

Stakeholder	Comments
Saskatoon Transit	Maintain their opposition to vertical traffic calming devices. Due to the very low clearance of buses there is potential to damage the buses and/or the vertical traffic calming device.
Roadways & Operations	Requires removal by September 30th to reduce risk of damage to snow removal equipment.
Saskatoon Fire Department	Maintain their opposition to vertical traffic calming devices. Vertical devices are not in the best interest for timely, safe responses to incidents. On each response, the truck will have to slow down to drive over the devices in order to prevent damage to the vehicle and equipment, and prevent injury to the crew.

Prior to installation of the devices, the Administration will notify the residents along the street and the Community Association. The Administration will work with the residents and respective City Councillor on mitigating any issues resulting from the installation of the devices.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Administration will report back to City Council in early 2019 on the effectiveness of the devices.

Public Notice

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

Report Approval

Written by: Justine Marcoux, Transportation Engineer, Transportation
David LeBoutillier, Acting Engineering Manager, Transportation
Reviewed by: Jay Magus, Acting Director of Transportation
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

TRANS JM – Neighbourhood Traffic Mgt - Vertical Traffic Calming Devices Pilot Project

GOVERNANCE AND PRIORITIES COMMITTEE

Governance Review - Advisory Committees, Controlled Corporations, Business Improvement Districts, Agencies & Commissions - Interim Board Member Recruitment Strategy

Recommendation of the Committee

1. That City Council approve implementation of the interim recruitment strategy as outlined in Attachment #1 to the report of the Leadership Team Governance Subcommittee dated August 21, 2017 for the 2018 City of Saskatoon Controlled Corporation and Statutory Board citizen appointments; and
2. That the Leadership Team Governance Subcommittee provide any further or additional Board member recruitment and retention recommendations to the Governance and Priorities Committee as part of its further review.

History

At its August 21, 2017 meeting, the Governance and Priorities Committee considered a report of the Leadership Team Governance Subcommittee dated August 21, 2017 regarding the above.

The Committee resolved, in part, that the Administration provide further information on how performance evaluations (referenced in Attachment 1 to the report) would be conducted. A follow-up report addressing this matter will be circulated prior to the meeting and is identified as Item 9.5.1.1.

Attachment

Report of the Leadership Team Governance Subcommittee dated August 21, 2017

Governance Review – Advisory Committees, Controlled Corporations, Business Improvement Districts, Agencies and Commissions

Recommendation
That the Governance and Priorities Committee recommend to City Council that:
1. City Council approve implementation of the interim recruitment strategy as outlined in Attachment #1 to this report for the 2018 City of Saskatoon Controlled Corporation and Statutory Board citizen appointments; and
2. The Leadership Team Governance Subcommittee provide any further or additional Board member recruitment and retention recommendations to the Governance and Priorities Committee as part of its further review.

Topic and Purpose
This report is the first in a series of reports respecting the governance review of the City's Advisory Committees, Controlled Corporations, Business Improvement Districts and other agencies, boards and commissions.

While a more detailed review of Controlled Corporations and Statutory Boards will follow, this report identifies the recommended approach to recruitment for the 2018 Board member vacancies for the City's Controlled Corporations and Statutory Boards. The approach is based on the SaskTel Centre's Board Member Recruitment and Retention Strategy that was tabled at the April 10, 2017 meeting of the Governance and Priorities Committee.

Strategic Goals
This report supports the Strategic Goals of Continuous Improvement and Quality of Life as it supports City Council in providing good governance to the citizens of Saskatoon.

Background
At its meeting on April 24, 2017, City Council considered SaskTel Centre's Board Member Recruitment and Retention Strategy which was presented by the Board Chair to the Governance and Priorities Committee at its April 10, 2017 meeting. City Council resolved:

> "that the information be received and forwarded to the Leadership Team Governance Subcommittee for inclusion in its Governance Review of Boards, Commissions and Committees".

Also, for the 2017 appointment process, City Council directed that the public applications for Board appointments be circulated to the Controlled Corporations and Statutory Boards.

Report

Saskatoon City Council has established a number of Controlled Corporations, incorporated pursuant to *The Non-Profit Corporations Act*, which are:

- SaskTel Centre;
- TCU Place (Centennial Auditorium & Convention Centre Corporation);
- Saskatoon Gallery and Conservatory Corporation; and
- Remai Modern Art Gallery of Saskatchewan.

Also, City Council has the responsibility to establish and make appointments to Statutory Boards as follows: the Board of Police Commissioners, under *The Police Act, 1990;* and the Saskatoon Public Library Board, under *The Public Libraries Act, 1996*.

The appointment of all directors to the Controlled Corporations and Statutory Boards are the responsibility of City Council, in accordance with the *Appointments to Civic Boards, Commissions, Authorities and Committees Policy (C01-003)*. Where the provisions of the Policy are in conflict with provincial legislation, the legislation takes priority.

Current Process – Citizen Vacancies

Currently, citizen vacancies for the Controlled Corporations and Statutory Boards are advertised by the City Clerk's Office on an annual basis, in September of the year preceding the appointment. Standard application forms, resumes and two reference letters are submitted to the City Clerk's Office. Candidates for reappointment must only submit the standard application form. Basic qualifications as established in Policy C01-003 currently guide City Council's deliberations in the appointment process. Basic qualifications include criteria established by the City and identified in the Terms of Reference for each of the Controlled Corporations and Statutory Boards. Input on specific skills and abilities required by the respective Boards is sought by City Council through the City Clerk's Office from the Controlled Corporations and Statutory Boards on an annual basis. Traditionally, beyond providing this annual information to City Council, the City's recruitment and appointment process has involved no other formal input from the Controlled Corporations and Statutory Boards as to the appropriateness of candidates. However, for the 2017 appointment process, the public applications were circulated to the Controlled Corporations and Statutory Boards in accordance with City Council's direction on November 28, 2016.

SaskTel Centre Board – Governance Review Project

In early 2016, the SaskTel Centre Board engaged a consultant and undertook a review of its existing governance practices. The SaskTel Centre Board Member Recruitment and Retention Strategy was developed as a result of several of the recommendations arising from the review. Work on other initiatives arising from the consultant's recommendations remains ongoing. However, the recruitment portion of the Strategy has been implemented and successfully utilized by the SaskTel Centre Board and City Council in its most recent recruitment process.

The most recent recruitment of SaskTel Centre Board members fully engaged existing Board members. The appointment of a Governance Committee by the SaskTel Centre Board responsible to vet candidates and make recommendations for appointments is the most notable shift in policy from the current process. A more detailed review of the key components of SaskTel's Recruitment Strategy is outlined in Attachment #2 to this report.

Controlled Corporation/Statutory Board Engagement

SaskTel Centre's strategy can be contrasted with the current recruitment process, described above. However, engagement with the Board Chairs of the other Controlled Corporations and Statutory Boards and review of their existing governance documents reveals variations in their internal processes. In some cases, the Controlled Corporations and Statutory Boards do engage in vetting candidates and encouraging candidates to apply for appointment. Attachment #3 to this report contains information respecting the internal recruitment strategies of the other Controlled Corporations and Statutory Boards. All of the Controlled Corporation and Statutory Board Chairs acknowledged the value in existing Board Member participation in the recruitment process.

Reasons for Policy Change for Citizen Appointments

SaskTel Centre's approach to the recruitment process utilizes existing Board Members' expertise and experience to consider the personality and abilities of candidates in light of the long term vision of the Board and the existing skill sets of current Board Members. SaskTel Centre's approach results in a more collaborative process, which is more likely to enhance sound performance and the effective interaction and decision-making of the Board.

Permitting the Board to interview potential appointees provides Board Members, who ultimately must work alongside the successful candidates, the opportunity to gauge whether their credentials and goals are in line with those of the Board. In general, the Strategy contemplates a more diligent and thorough recruitment and appointment process.

However, the process must recognize City Council's ultimate responsibility for the respective facilities and recruitment process. Section 2 of Policy C01-003 provides that all appointments will be made by City Council. While input from the Boards themselves is valuable, the City's current model contemplates that City Council itself will be the final decision-maker. This is prudent given that the appointment of Board Members is one of the key control mechanisms of the Controlled Corporations and Statutory Boards that is available to City Council. Further, *The Cities Act* (section 93) provides that acts of a council are not effective until authorized or adopted by bylaw or resolution at a public meeting of the council. In an effort to ensure that Council can make informed decisions about recruitment and not otherwise undermine or usurp its decision-making authority, minor modifications to SaskTel Centre's process are being recommended:

- City Council (as opposed to the Governance and Priorities Committee (GPC)) must clearly be identified as having authority to make appointments.
- Specify that more than one recommendation must be forthcoming from the Controlled Corporations or Statutory Boards for consideration, along with recruitment information to allow for informed recommendations by GPC, and appointments by Council.
- Require the return of all applications to GPC after vetting by the Controlled Corporations or Statutory Boards, again to allow for informed recommendations by GPC and appointments by Council.

GPC may also wish to consider whether it desires further input from the Controlled Corporations or Statutory Boards if City Council concludes that the recommended candidates suggested by the Controlled Corporations or Statutory Boards are unsuitable. Including the opportunity for further input after GPC's initial consideration of candidates will impact the timing of appointments made by City Council.

Future Reporting

Later phases of the Governance Review will include a more fulsome review of the Controlled Corporation and Statutory Board's structure and governance models and will make recommendations for change, where necessary. At that time, the Leadership Team Governance Subcommittee will consider the retention aspects of SaskTel Centre's Board Member Recruitment and Retention Strategy, and revisit the recruitment portion with any further recommended modifications. In the meantime, it is recommended, subject to the minor modifications noted above, that City Council adopt the recruitment strategy modelled on the SaskTel Centre Board Recruitment and Retention Strategy. The recommended strategy, which would apply to all Controlled Corporations and Statutory Boards is outlined in Attachment #1.

A review of the Boards' recruitment processes demonstrates that various degrees of sophistication exist in their current governance models and procedures. Given this, it is recommended that each Board have the flexibility to craft internal processes which best suit the individual Board, but that the overall strategy focus on substantially increased participation by the individual Boards for the upcoming 2018 appointments. Providing some flexibility will help ensure that the process is appropriate for the size and resources of the respective facilities and Boards.

Given that the advertising for vacancies for the 2018 appointment process is scheduled to commence in September, 2017, time is of the essence in adopting this recruitment strategy. Staggering GPC and City Council's consideration of the appointments will allow the Controlled Corporations and Statutory Boards an opportunity to consider applications and vet candidates. To that end, it is recommended that appointments be considered by GPC at two separate meetings; one for Advisory Committees and External Boards (October 16 GPC and November 20 City Council) and the other for Controlled Corporations and Statutory Boards (November 14 GPC and December 18 City Council).

Options to the Recommendation

GPC could decide to recommend to City Council to maintain its current practice with respect to the recruitment of Board Members to Controlled Corporations and Statutory Boards. This option is not recommended given the lack of input and participation of existing Board Members that is engaged using the current process.

Public and/or Stakeholder Involvement

Existing Board Chairs on each of the TCU Place (Centennial Auditorium & Convention Centre Corporation Board), Remai Modern Art Gallery of Saskatchewan Board of Trustees, Board of Police Commissioners and Saskatoon Public Library Board were contacted for information and feedback on the proposed changes to the existing recruitment process (see Attachment #3).

Communication Plan

If the recruitment process (see Attachment #1) is adopted, the City Clerk's Office will notify the Controlled Corporations and Statutory Boards of the change in policy and ensure that all the Boards are educated as to the requirements for 2018. The public will be made aware during the advertising phase that any personal information provided will be shared with the respective Controlled Corporations or Statutory Board being applied for.

Policy Implications

Adoption of the SaskTel Centre Board Recruitment Strategy would result in more substantial participation of the Controlled Corporations and Statutory Boards in the appointment process. Eventually, amendments to Policy C01-003 may be forthcoming to ensure clarity in the roles and responsibilities engaged during the recruitment and appointment process. Implementing standard form documentation, revised Terms of Reference and the like may also be raised for consideration. However, these and other policy implications may arise as the governance review progresses. It is anticipated that recommendations for policy amendments would be forthcoming after the more fulsome review of the Controlled Corporations and Statutory Boards governance structure is complete.

Public Notice

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

Attachments

1. Proposed Recruitment Process – 2018 Citizen Appointments
2. Key Components - SaskTel Centre Board Member Recruitment Strategy
3. Internal Recruitment Strategies – Controlled Corporation and Statutory Board Engagement

Report Approval

Written by:	Christine G. Bogad, Director of Administrative Law
	Shellie Bryant, Deputy City Clerk
	Candice Leuschen, Executive Assistant to the City Solicitor
Approved by:	Patricia Warwick, City Solicitor
	Joanne Sproule, City Clerk
	Mike Jordan, Director of Government Relations

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Attachment 1

Proposed Recruitment Process - 2018 Citizen Appointments
City of Saskatoon Controlled Corporations and Statutory Boards

The following recruitment process, based on the SaskTel Centre Board Member Recruitment and Retention Strategy, with minor modifications, is recommended for the 2018 City of Saskatoon Controlled Corporation and Statutory Board citizen appointments:

1. Each Controlled Corporation and Statutory Board will develop a Board Member Skills Competencies Matrix identifying current expertise of existing Board Members and identifying skill sets missing from current Board composition and provide such information to the City Clerk's Office prior to advertising for 2018 vacancies.

2. Each Controlled Corporation and Statutory Board will discuss with the City Clerk's Office possible media forums to advertise the 2018 Board Member vacancies.

3. Each Controlled Corporation and Statutory Board will develop an internal candidate review process to conduct interviews/vet applications of possible candidates.

4. The City Clerk will forward all applications received to each Controlled Corporation and Statutory Board to engage in their internal candidate review process. The internal candidate review process to take place in October, 2017.

5. Each Controlled Corporation and Statutory Board, after completing its vetting process, will return all applications to the City Clerk, along with a report to the Governance and Priorities Committee (GPC) outlining at least two to three recommendations for appointment for consideration by GPC, including the reasons as to why the particular candidates are preferred. Sufficient biographical information and information as to the Board's internal candidate review process must be provided to ensure GPC can make informed recommendations to City Council. Each Controlled Corporation and Statutory Board to submit their respective reports and recommendations to the City Clerk's Office no later than November 7, 2017.

6. For existing Board Members seeking reappointment, each Controlled Corporation and Statutory Board must conduct a performance evaluation and submit the performance evaluations along with the applications and recommendations for consideration by GPC. Information as to reappointments must be submitted simultaneously with new member

appointment recommendations and information to the City Clerk's Office no later than November 7, 2017.

7. GPC will consider the applications and Board recommendations at its November 14, 2017 meeting. Appointments to Advisory Committees and External Boards will be considered by GPC at it October 16, 2017 meeting. Staggering GPC's consideration of the appointments will permit the Controlled Corporations and Statutory Boards an opportunity to engage their respective internal candidate review processes in October, 2017.

8. City Council will make appointments at its Regular Business Meeting on December 18, 2017. Appointments to Advisory Committees and External Boards will be made by City Council at its November 20, 2017 meeting. Staggering City Council's appointments will permit the Controlled Corporations and Statutory Boards an opportunity to engage their respective internal candidate review processes in October, 2017.

9. The City Clerk's Office will correspond with all candidates, both successful and unsuccessful, to advise of City Council's decision.

Attachment 2

Key Components - SaskTel Centre Board Member Recruitment Strategy

Responsibilities of the SaskTel Centre Board

- Develop a Board Member Skills Competencies Matrix, the purpose of which is to identify the skills inventory of Board Members required to ensure the long term success of the facility and to track the skill sets and retirement dates of existing members;
- Establish a Governance Committee responsible to:
    - manage succession planning by reviewing and assessing, on an annual basis, the Board Member Skills Competencies Matrix and identify gaps to be created by upcoming vacancies;
    - provide information to the City Clerk's Office regarding the skills and expertise required of applicants seeking to fill upcoming vacancies;
    - direct advertising for vacancies;
    - in collaboration with the CEO, evaluate candidates based on consideration of a Board Applicant Skills Assessment Questionnaire, candidate interviews and Board Member reference checks.
- Vet candidates as identified by the Governance Committee and forward recommendations for appointment to *in camera* Governance & Priorities Committee (GPC).

Responsibilities of the City Clerk's Office

- Monitor the appointment process to ensure all appointments are made using an open, transparent and consistent process;
- Advertise vacancies, highlighting the skills and expertise required by the Board;
- Collect and forward applications to the SaskTel Centre Board;
- Act as a liaison between City Council, the SaskTel Centre Board and applicants, including writing to all applicants, both successful and unsuccessful to advise of the decision and provide successful applicants with copies of Policy C01-003 and the Code of Conduct for Board Members.

Responsibilities of the Governance and Priorities Committee

- Appoint Board Members.

Recommended Modifications to SaskTel Centre's Board Member Recruitment Process

- Clearly identify City Council as opposed to GPC as having authority to make appointments;
- Require two to three recommendations to GPC for consideration along with a package of recruitment information;
- Provide the opportunity for GPC to review all applications along with the Board's appointment recommendations and reasons for those recommendations.

Internal Recruitment Strategies
City of Saskatoon Controlled Corporations and Statutory Boards
Interviews of Board Chairs

Board Name	Current Board Chair and Interview Date	Review of Governance Documents and Comments of the Board Chair	Comments for Future Recruitment
Saskatoon Public Library Board	Candice Grant July 7, 2017	• undertook governance review in 2016 • new Saskatoon Public Library Bylaw (the "SPLB Bylaw") adopted by SPLB on April 20, 2016 (amended further in May, June and September, 2016) • SPLB Bylaw provides for a Governance and Nominations Committee to: o maintain a skills, strengths and diversity matrix o provide input to Council regarding the desired attributes of new Board Members • the SPLB Bylaw contains a well-defined competencies matrix with clear instructions for use • Governance and Nominations Committee considers potential candidates based upon the matrix and invites prospective candidates to apply • the SPLB Bylaw does not provide for Board Members to participate more formally in the recruitment and evaluation of potential candidates	• the SPLB would welcome the opportunity to engage in a more formal process whereby existing Board Members have the ability to vet applications and make recommendations to Council
Saskatoon Board of Police Commissioners	Darlene Brander July 7, 2017	• Board of Police Commissioners Governance Policy (approved by the BPC on March 19, 2009) contemplates development of a collective board skill set, and in accordance with Policy C01-003 providing information to Council respecting vacancies • the BPC currently considers the Board's make-up and skill sets during its strategic planning process • a new draft matrix, developed with the assistance of the Canadian Association of Police Governance and tailored to the needs of Saskatoon will be put forward for the BPC's consideration in the near future • in addition to the current advertising practices, it would be helpful to also place recruitment advertisements on the Board of Police Commissioners website	• the BPC could add value to the recruitment and selection process

Board Name	Current Board Chair and Interview Date	Review of Governance Documents and Comments of the Board Chair	Comments for Future Recruitment
TCU Place	Morris Smysnuik June 30, 2017	• section 4 of TCU Place's Governance Manual speaks to Board membership and composition including process for appointment and Board member skills and experience • Board provides skills information for new Board members to City Council via the City Clerk • current recruitment process employed by the Board is too general in nature • there will be no vacancies for 2018 • according to the Board Chair, there is a Governance Subcommittee that is responsible to consider the structure of appointments and re-evaluate the current competencies matrix • currently, Board Members "shoulder-tap" any prospective candidates to apply, but there is no formal recruitment involvement	• the Board views the current recruitment and selection process as one-sided and is interested in adopting a process similar to SaskTel Centre • formal governance documentation should be developed and implemented
Remai Modern Art Gallery of Saskatchewan	Alain Gaucher July 6, 2017	• new Terms of Reference for committees adopted by the Board, including Nominations Committee, responsible for recruitment • governance has been developed on an ad hoc basis • Nominations Committee meets two to three times per year to assess desired Board member competencies and identify gaps in the required skills or needs of the Board • the Board approaches prospective candidates and arranges meetings with these candidates prior to the annual fall recruitment process initiated by the City Clerk's Office • once the Board meets with prospective candidates, they are encouraged to apply through the City Clerk's Office • based upon its internal vetting process, the Board provides recommendations for appointments to City Council	• the Board likes the current process, however, they would like to see a mechanism developed for the Board to provide further input to Council in choosing the successful candidate where Council does not choose the Remai Board's recommended candidate

The SaskTel Centre Board Chair was not contacted for feedback as their new recruitment process has already been utilized to fill vacancies. If passed on an interim basis, SaskTel Centre will be notified of the minor process modifications noted in Attachment #1.

Governance Review – Controlled Corporations and Statutory Boards – Performance Evaluation Criteria

Recommendation
That City Council approve the performance evaluation criteria identified in this report as part of the proposed recruitment process for 2018 citizen reappointments to City of Saskatoon Controlled Corporations and Statutory Boards.

Topic and Purpose

The purpose of this supplementary report is to provide clarity to the proposed recruitment process for 2018 citizen appointments to City of Saskatoon Controlled Corporations and Statutory Boards; in particular with respect to the recommendation that each Controlled Corporation and Statutory Board conduct a performance evaluation for existing Board Members seeking reappointment.

Report

At its meeting on August 21, 2017, the Governance and Priorities Committee (GPC) considered a report from the Leadership Team Governance Subcommittee recommending implementation of an interim recruitment strategy for the 2018 City of Saskatoon Controlled Corporation and Statutory Board citizen appointments. As a part of the strategy, it was recommended that each Controlled Corporation and Statutory Board conduct a performance evaluation of existing Board Members seeking reappointment, to be submitted to GPC simultaneously with new member appointment recommendations and information. The purpose of the performance evaluation is to provide GPC with a general sense of the Board Members' past performance in order to facilitate informed recommendations by GPC to City Council for Board reappointments.

At the August 21, 2017 meeting, questions were posed about the parameters of the proposed performance evaluation, which under the proposal identified in Attachment #1 to the August 21, 2017 report, would have remained within the discretion of each Controlled Corporation or Statutory Board. In response to the concerns raised, the following questions have been drafted to guide the Controlled Corporations and Statutory Boards in the performance evaluation process for 2018:

1. Does the Member regularly attend Board meetings?
2. Does the Member read meeting agendas and materials and adequately prepare in advance of Board and Committee meetings?
3. Does the Member foster a working environment of mutual respect and trust?
4. Does the Member maintain confidentiality of Board decisions and discussions, as required?
5. Does the Member publicly support Board decisions?

6. Has the Member demonstrated a commitment to the corporation's mandate?
7. Does the Member have a working knowledge of the Board's governance resolutions?
8. Has the Member demonstrated an understanding of his or her role and responsibilities, both as a Board and an individual member?

The intention would be that the City Clerk's Office share the performance evaluation criteria with the individual Controlled Corporations and Statutory Boards when they are advised of the change in policy for the 2018 recruitment process.

Options to the Recommendation

Rather than require the Controlled Corporations and Statutory Boards to implement the performance evaluation process for the 2018 citizen reappointments, City Council could direct that the status quo remain for this coming year's reappointments. In other words, that the Controlled Corporations and Statutory Boards only make recommendations for reappointment based on the application form submitted by the existing Board Member seeking reappointment. This approach is not recommended as the purpose of the performance evaluation is to provide GPC and City Council with a general sense of the Board Members past performance in order to facilitate informed recommendations and appointments.

In either case, the Leadership Team Governance Subcommittee will revisit the recruitment process, including the requirement of providing a performance evaluation and the criteria when the more fulsome review of the Controlled Corporations' and Statutory Boards' structure and governance models is conducted.

Report Approval

Written by:	Christine G. Bogad, Director of Administrative Law
	Shellie Bryant, Deputy City Clerk
	Candice Leuschen, Executive Assistant to the City Solicitor
Approved by:	Patricia Warwick, City Solicitor
	Joanne Sproule, City Clerk
	Mike Jordan, Director of Government Relations

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GOVERNANCE AND PRIORITIES COMMITTEE

2018 Business Plan and Budget Update – 30 Day Challenge

Recommendation of the Committee

1. That the idea "Removal of Dedicated Snow & Ice Levy" be received as information;
2. That the Administration report back to the Standing Policy Committee on Finance regarding the Amusement Tax;
3. That the idea "Implementation of a Secondary Suite Fee" be received as information;
4. That the Administration report to the Standing Policy Committee on Planning, Development and Community Services regarding decreased watering of parks/green space;
5. That the Administration report on temporary reduction to the annual allocation to RCE for 2018 Budget deliberations;
6. That the Administration report on the discontinuation of printing and mailing the collection calendar for 2018 Budget deliberations;
7. That the idea "Bi-weekly garbage collection" be received as information and referred to the discussion around waste as a utility;
8. That the Administration report to the Standing Policy Committee on Finance regarding additional billboards on City rights-of-way;
9. That the idea "Waste as a Utility" be received as information;
10. That the letter dated August 15, 2017 from Keith Moen, Executive Director of the NSBA be referred to the Administration for further analysis and dialogue with the NSBA, following up with implementation where applicable.

History

At its August 21, 2017 meeting, the Governance and Priorities Committee considered a report of the CFO/General Manager, Asset and Financial Management Department with respect to the above, along with a communication and presentation from the North Saskatoon Business Association (NSBA).

A review of ideas with the largest potential impacts, generated through the 30 Day Challenge, was undertaken by the Committee. The above recommendations reflect the Committee's resolutions for each of the ideas identified in Attachment 1 of the referenced report.

Attachments

1. Report of the CFO/General Manager, Asset and Financial Management Department dated August 21, 2017
2. Letter dated August 15, 2017 from Keith Moen, Executive Director, NSBA

2018 Business Plan and Budget Update

Recommendation
That the Governance and Priorities Committee provide direction regarding implementation or future reporting on 30 Day Challenge ideas as outlined in Attachment 1.

Topic and Purpose
The purpose of this report is to provide the Governance and Priorities Committee with an update to the 2018 budget process and the results of the 30 Day Challenge (Challenge). In addition, direction is being sought on which ideas from the Challenge the Administration should pursue, either through immediate implementation or further reporting.

Report Highlights
1. Updated indicative budget estimates are now a 5.77% property tax increase for 2018.

2. Over 600 ideas have been submitted as part of the Challenge, which have been grouped into the following categories:

   - ideas that the Administration will implement in 2018;
   - ideas requiring City Council direction for possible 2018 implementation; and
   - those that are not implementable for 2018 and require further investigation or analysis.

3. One hundred and thirty-three (Attachment 2) were submitted that could be implemented by 2018 that do not require City Council approval. These ideas resulted in a reduction of 0.18% to 5.59% for the 2018 indicative budget.

4. Sixty-one ideas (Attachment 3) were submitted that could result in savings for 2018, however, further direction is required from City Council. The top ideas with the largest potential to impact the 2018 property tax would be equivalent to a 5.61% reduction in the indicative property tax rate.

5. The remaining 408 ideas, were either not sufficiently detailed, already underway or require further analysis to determine if they are viable options for potential inclusion in the 2019 budget and beyond.

Strategic Goals
The information in this report supports the Strategic Goal of Asset and Financial Sustainability by demonstrating openness, accountability and transparency in financial reporting.

The Challenge supports the Strategic Goal of A Culture of Continuous Improvement through the engagement of staff in identifying opportunities for savings and improvements; fostering a culture of innovation and creativity.

Background

At its June 19, 2017 meeting, the Governance and Priorities Committee received the 2018 Budget Update report from the CFO/General Manager, Asset and Financial Management Department. The report outlined that the current projected property tax increase for 2018 was 6.48%, and that the Administration was working on several strategies to develop ideas and help mitigate this property tax impact.

Report

2018 Budget Update

Since last reported, the Administration has continued to work through the indicative budget for 2018. Some positive changes have been identified resulting in a revised property tax estimate of 5.77% for 2018, primarily due to:

- grants in lieu of taxes from City of Saskatoon (City)-owned utilities and the Federal Government were originally estimated to increase by $1.0M; however, due to changes in consumption and rate assumptions, the revised estimate is now $3.2M; and

- lower utility costs than originally anticipated due to consumption estimates being less than the previous assumption.

These positive gains were offset by higher expenses than originally anticipated in relation to tax abatements such as the downtown/affordable housing, vacant lot programs, and economic incentives.

30 Day Challenge

The Administration launched an internal 30 Day Challenge on June 26, 2017, to solicit ideas from all City staff regarding solutions to maximize efficiency, cost savings and alternative revenue opportunities. Employee uptake in this engagement was unprecedented as over 600 ideas were received during the 30 days.

Each idea has been thoroughly reviewed by the appropriate director and grouped into various categories, including:

- ideas that the Administration will implement in 2018;
- ideas requiring City Council direction for possible 2018 implementation; and
- those that are not implementable for 2018 and require further investigation or analysis.

Ideas Implemented by 2018 not Requiring City Council Direction

There were 133 ideas submitted in the Challenge that were of an operational nature and do not require the direction of City Council to implement in 2018. The Administration

will continue to review and implement these ideas on an ongoing basis, where they make operational and financial sense. Through the initial review, there were several ideas that will result in a benefit to the City and the projected 5.77% property tax increase for 2018, which include:

Idea	Estimated Impact	Property Tax Reduction
SaskTel Centre has agreed to contribute a percentage of any surplus to the CBCM Reserve in addition to its $300,000 contribution	$ 50,000	0.02%
Adjustments to the City's Local Travel Policy (Car Allowance)	$ 175,000	0.08%
Voluntary unpaid days off	$100,000*	0.05%
Enhanced cell phone management program	$ 50,000	0.02%
Require applicants to pay for criminal record checks	$ 20,000	0.01%

*Estimated impact is difficult to determine with minimal history/precedent on what the uptake would be from City staff. $100,000 has been estimated and will be adjusted in future years if actual results are higher/lower than anticipated.

While the ideas identified above will contribute towards the 2018 budget and lower the property tax impact from 5.77% to 5.59%, it is important to note that there were also several ideas submitted by staff that:

- are already underway that are factored into the current budget estimates or will result in future savings beyond 2018;

- will be implemented, however, result in soft savings such as increased efficiency (although it is difficult to remove these items from the budget in 2018, they will be beneficial in building capacity and limiting future budget requests); and

- require further review or analysis before the viability and/or estimate of savings can be determined.

The City has implemented a continuous improvement approach over the past number of years that has resulted in significant savings and efficiencies. The success of this initiative was illustrated in the Challenge submissions as there were few ideas that could be implemented without City Council direction, and would result in significant savings as many of these ideas have been implemented in past years.

<u>Ideas Implemented by 2018 Requiring City Council Direction</u>
There were 61 viable ideas that would result in 2018 savings, however, they would require City Council direction. These ideas mainly relate to changes in service levels or implementation of new revenue sources. A summary of these ideas with the largest potential impacts are included on the following page, with more detail available in Attachment 1.

Idea	Estimated Potential Impact	Potential Property Tax Reduction
Removal of the dedicated Snow & Ice Levy	$1,212,700	0.55%
Reintroduction of an Amusement Tax	$1,000,000	0.45%
Implementation of a secondary suite fee	$200,000	0.09%
Decreased watering of park/green space	Future Report Pending	
Permanently reduce the annual allocation to RCE	$ 500,000	0.23%
Discontinue printing and mailing the collection calendar	$ 85,000	0.04%
Bi-weekly garbage collection	$ 350,000	0.16%
Billboards on City rights-of-way	$ 100,000	0.05%
Waste as a utility	$8,900,000	4.04%

The ideas above have the ability to lower the 2018 estimated property tax by 5.61%. There are several more ideas included in Attachment 3 that could provide additional savings in 2018, however, the listing above includes what the Administration believes are the most viable.

If City Council wishes to obtain more information or implement any ideas above or included in the attachments, further direction would be required.

Ideas to be Considered in Future Budgets

There were an additional 408 ideas submitted that are either not sufficiently detailed, are already underway, or require further analysis to determine if they are viable options for potential inclusion in the 2019 budget and beyond.

The Administration will continue to review and analyze these ideas and implement where savings, efficiencies, or improvements can be realized. Attachment 4, includes a full listing of the remaining 408 ideas received via the Challenge.

Options to the Recommendation

City Council could choose to provide no additional direction regarding the Challenge ideas. This option was not recommended as it would forego the potential property tax reductions and will limit any further reduction of property tax increase to only those matters the Administration can proceed with on its own.

Public and/or Stakeholder Involvement

The Administration has met with respective union presidents and representatives to determine the best way possible to involve them in this process.

Financial Implications

Known financial implications are included in the body of the report. Revised and additional detailed financial implications to ideas will be determined via future reporting.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Administration will report further in 2018 regarding longer-term (2019 and beyond) Challenge ideas that require City Council direction.

Public Notice

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

Attachments

1. 30 Day Challenge Ideas for 2018 - City Council Direction Required - Additional Information
2. 30 Day Challenge Ideas for 2018 - City Council Direction not Required
3. 30 Day Challenge Ideas for 2018 - City Council Direction Required
4. All Other 30 Day Challenge Ideas

Report Approval

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

2018 Business Plan and Budget Update_30 Day Aug 2017.docx

30 Day Challenge Ideas for 2018 – City Council Direction Required
Additional Information

Removal of the Dedicated Snow & Ice Levy

- Estimated savings for 2018: $1,212,700
- Estimated property tax reduction: 0.55%
- Background: During 2016 budget deliberations, City Council allocated $1.039M (equivalent to 0.55% at the time) towards expansion of the City's Snow & Ice program with an aim towards a city-wide snow removal program. The cost of a city-wide snow removal program was estimated at that time to be:
  - $8.1M - $9.4M in additional annual operating costs; and
  - $69.0M - $92.0M in capital costs for a permanent snow storage site.

  The direction of City Council was to continue the 0.55% mill rate phase-in until a city-wide snow removal program could be obtained. The 2018 indicative budget currently includes $1.212M (0.55%) to continue increasing this service level. Removal of this amount would have no effect on current service levels.

Reintroduction of an Amusement Tax

- Estimated Revenue for 2018: $1.0M
- Estimated Property Tax Reduction: 0.45%
- Background: Under *The Cities Act*, the City of Saskatoon (City) has the ability to charge a tax on the entrance or admission fee to a place of amusement. The City had charged an amusement tax up until 2007 at which point it was eliminated.

  Many other municipalities continue to charge an amusement tax. For example, Regina and Winnipeg charge 10% on the price of admission to events and theatres. An amusement tax would provide a better source of funding than general taxation for amusement related infrastructure and events, as there is a direct correlation between the users and costs.

  The estimated revenue is subject to change as the scope and fee amount would need to be determined in a future bylaw. The Amusement Tax collected in 2004 by the City was $535,605 based on a 9% surcharge.

Implementation of a Secondary Suite Fee

- Estimated Revenues for 2018: $200,000
- Estimated Property Tax Reduction: 0.09%
- Background: The City of Surrey, British Columbia, has charged an additional fee on homes with secondary suites since 2011. The purpose of this fee is to compensate for civic services (road maintenance, snow removal, street lighting, etc.) that are provided to two sets of homeowners/tenants but are currently only paying property tax for a single property.

Secondary suites already have an impact on property tax as they are factored into the assessed value of a home. Depending on the area of the city, the presence of a secondary suite can have a negative or positive impact on the assessed value. As such, this fee would be in addition to any current property taxes paid.

The City of Surrey's current secondary suite fee is $568 per year and is budgeted to create over $17M in revenue for 2017. Any revenue for the City of Saskatoon would be dependent on the specific process and fees included in a future bylaw offset by any additional resource requirements, for example: appropriate community and stakeholder engagement, property inspections, and communications. The current estimate is based on the legalization of 461 suites under the Housing Business Plan since 2008 at an approximate $500 per year fee. This program has the potential to create significantly more revenue than currently estimated, based on the initial approach and growth over time.

Decreased Watering in Park/Green Spaces

- Estimated Revenues for 2018: Future report pending
- Estimated Property Tax Reduction: Future report pending
- Background: Irrigation water consumption reductions would demonstrate leadership in terms of resource conservation to citizens, while also reducing demands on the current water treatment system and distribution infrastructure.

  Potential impacts for 2018 and beyond are currently being developed as part of the Parks Service Level Review which will be presented to City Council in September 2017 for consideration.

Permanently Reduce the Annual Allocation to RCE:

- Estimated Savings for 2018: $500,000
- Estimated Property Tax Reduction: 0.23%
- Background: The Reserve for Capital Expenditures is established per Bylaw No. 6774 (Capital Reserve Bylaw), and is intended to finance the cost of capital expenditures (at City Council discretion) which have been authorized through the City's Capital Budget. Historically, this has been used for capital items that do not have a dedicated funding source or its funding source has been insufficient.

  In 2017, this funding source was utilized to fund projects such as:
  - Growth Plan to Half a Million ($750,000);
  - Service Saskatoon Systems/ERP ($500,000);
  - Play Structure Upgrades & Replacements ($480,000); and
  - Dog Park Development ($250,000).

  The current annual allocation to this reserve is $3.68M on an annual basis.

Discontinue Printing and Mailing of the Collection Calendar

- Estimated Savings for 2018: $85,000
- Estimated Property Tax Reduction: 0.04%

- Background: The annual Waste & Recycling Collection Calendar is printed and mailed to approximately 70,240 single-family households and includes personalized collection route and waste service-related information, as well as hazardous waste and composting options.

- The following engagement and survey results have been collected over the past number of years regarding the collection calendar:

    - Early results from the 2017 Recycling Survey indicate that 70% (as of July 24, 2017; survey closes July 28) of people strongly support or somewhat support discontinuing the distribution of printed calendars, and instead would choose to access the information through the website and collection reminders. Note that this survey sample includes multi-unit respondents who currently do not receive a collection calendar. The final survey results which will be presented to City Council in a future report will be filtered to only include those who receive the calendar.
    - Results from the 2015 survey indicate that more than 75% of Saskatoon residents claim to recall receiving a printed copy of the Waste & Recycling Collection Calendar, most of whom say they have it available at home for easy reference.

- Discontinuing printing and mailing the collection calendar would generate savings of approximately $85,000 - $95,000 per year.

Bi-Weekly Garbage Collection

- Estimated Savings for 2018: $350,000
- Estimated Property Tax Reduction: 0.16%
- Background: The City currently provides bi-weekly garbage collection in the winter and weekly collection in the summer. Several municipalities offer bi-weekly garbage collection year round. This creates efficiencies and cost savings for those municipalities, and also supports waste diversion and environmental goals as it encourages recycling and green bin programs to those who would otherwise utilize their garbage for these items.

  Implementation of a year round bi-weekly garbage collection program is anticipated to save $300,000 - $480,000 on an annual basis. Further information and service level options will be presented to Standing Policy Committee on Finance in September as part of the waste services service level review.

Billboards on City Rights-of-Way

- Estimated Savings for 2018: $100,000
- Estimated Property Tax Reduction: 0.05%
- Background: Currently, the City limits the amount of billboards on rights-of-way (along Circle Drive, etc.). The majority of billboards that are erected around the city are on private land. Since many of the City's rights-of-way are on high-traffic/volume roadways, it is believed that these locations would be in high demand for advertisers.

In order to allow for billboards along rights-of-way, several bylaw and policy amendments would be required including changes to the zoning bylaw.
It is estimated that the City could receive upwards of $10,000 annually for each billboard contract and up to $100,000 per kilometre of road. As the scope and magnitude of this program is yet to be determined, an estimated $100,000 in additional revenue is assumed at this point, pending further direction. If selected by City Council as a viable option, future reporting would be required in order to determine maintenance, traffic safety impacts, and potential locations.

Waste as a Utility

- Estimated Savings for 2018: $8,900,000
- Estimated Property Tax Reduction: 4.04%
- Background: Currently, the City's garbage collection program is funded by the mill rate. As presented at the August 15, 2017 Standing Policy Committee on Environment, Utilities & Corporate Services, a waste utility could have several benefits, including:
  - increased awareness of the full costs of managing waste;
  - increased sense of responsibility and stewardship for waste among citizens;
  - reward waste reduction and diversion;
  - extended life of the landfill due to increased diversion; and
  - ability to create a sustainable funding model for waste management to ensure safe, responsible and efficient management.

  If implemented, the current property tax funding which supports $8.9M worth of waste expenditures would be transferred to a utility model. This would result in a 4.04% reduction to the mill rate in 2018.

30 Day Challenge Ideas for 2018 - City Council Direction not Required

IDEA	OBJECTIVE
Get rid of the mandatory supervisor training and the quarterly management forums. Deal with the time leak of EVERYONE taking extended coffee breaks and lunch breaks.	Provide more time for staff to do THEIR work, create less need for overtime.
Office Supplies - Have every department review what office supplies that are in everyone's desk and what is normally stocked. If you have a huge pile of pens that are still working, use them instead of buying more. You be surprised how many supplies are kept in someone's drawer when they have been in the job for many years.	Saving money and reduce waste.
Paper vs. electronic - For council and other meetings, try to move to a more electronic form of viewing the agendas etc. We already have the eScribe program in place and the more people that are viewing agendas etc. electronically or even via PDF will save thousands of dollars in supplies.	This will save money in paper/toner/power to run the machines and possible repairs to those machines that produce the paperwork. it will be more streamline for all people involved in the process.
When completing phone registrations for swimming lessons and other programs in the leisure guide. Instead of playing music while the patron is on hold, could you add a voice message asking the patron to have their credit card and household/client ID # ready for the operator/cashier.	This is will reduce the time the cashier is on the phone where the patron is searching for their household/client ID # and will remind the patron to have their credit card handy. This may reduce time between 0-30 seconds/call, but when the cashiers have hundreds of phone calls a night it may help to assist more patrons & decrease frustrations of people waiting on hold Sunday night. This may also help increase the speed of registering someone into a program on the following Monday & Tuesday. When patrons are registered faster the patrons on hold wait less.
Travel - Could we consider reviewing the amount that travel and amenities are spent. If it is for education purposes, consider more on-line options vs. in person. If they have to travel, consider put a cap on what is allowed for meal purchases, the location of the education (Canada vs. US or overseas). Which hotel they stay at etc. They would also have to get a certain passing grade in order to be reimbursed (if grades are issued). If they don't pass, they don't get reimbursed. Must also get written approval from their manager before any purchases are made of registration or travel arrangements.	It will save money by reducing what is reimbursed for travel expenses.
I am not sure what pop can recycling goes to in the city, but maybe we could put it towards the budget? if it belongs to the area that collects it or goes towards something else. As you said every little bit helps.	Recycling is environmentally friendly and all areas can put theirs towards helping out?
Sell trailers that are not in use, for example, the EllisDon office Trailers by COC.	Potential for hundreds of thousands in sales. Avoid costs related to maintenance, upkeep, inspections, etc.
The City defaults all printers to print on both sides of the paper. Also if you are saving an electronic copy of the record - there is no need to print; this will free up space and save on storage.	- save on paper; -save the environment, -save on the storage costs.
The Car Allowance offered to employees in excess of industry standards, best practices and the CRA maximum allowable rate.	Changes to the CRA maximum allowable rate of $0.54/km would save $100,000's
Eliminate APV Books and replace them with Purchasing Cards.	This will cut down on admin, printing and manual data entry cost as the purchase data can be entered directly from US bank without a manual process.
I notice that a lot of lights, computers, and vending machines are left on after work hours. Can we set these on timers to turn off between ~6:00pm and ~6:00am? Chris Richards with Environmental & Corporate Initiatives did a study using smart plugs for CSE and showed that there's a lot of electricity that could be saved! Maybe we could also engage our custodial staff to keep lights off.	Utility bill reductions.
If the City is paying to subsidize staff parking, maybe we could charge more for staff parking, but provide incentives for cycling and transit?	Reduced parking space rental fees.

IDEA	OBJECTIVE
As mentioned at the last GPC, SaskTel Centre has agreed to contribute a minimum of $300,000 to the CBCM Reserve + 5% of their annual surplus. We should include an estimate of their surplus in the budget.	2016 SaskTel Centre had a $1.22 million surplus. 5% of that is an approximate $50,000 increase in funding for the CBCM reserve. We can lower the City contribution by the same amount.
Each cubicle/office has their own garbage and recycling emptied each evening. If we had a few locations within each department where staff could empty their own garbage/recycling then cleaning staff would only have empty the central bins.	This would save time for the cleaning staff and perhaps free them up to complete other tasks.
To eliminate desk top phones/landlines for anyone that has a City of Saskatoon cell phone.	Potentially create cost savings on phone bills, reduce wasted time linking phone numbers when people are in the field, improve service to those calling staff internally and externally. NOTE: Not sure if anyone still has this "double" service.
Eliminate fixed car allowances for all employees still receiving them, and replace with per km reimbursements.	Ensures funds aren't being wasted by linking payments to actual vehicle usage.
I don't have a grand idea, but a simple one. Often, small changes can have a big impact. A place we could definitely look to improve, as both a cost saving measure and environmental initiative, is to turn off the lights. I've noticed, in many areas of City Hall, that office lights remain on when someone isn't in their office. Many of those same offices have big, bright windows - there's a social media campaign #lightsoffscreenson that we could use to gather positive attention on social media. Desk lamps also are kept on overnight when they could easily be turned off at the end of each day. Bathroom lights are kept on continuously - have we ever thought about changing out the switches to motion detection ones? Yes, there would be an initial cost associated with this change, but it would help us decrease usage overall. There are also some floors where staff keep blankets under their desks because the air conditioning is set so low.	If every facility were to adopt this approach of turning off the lights when not in use, there would be a definite decrease in our utility bills and decrease in emissions. Imagine what we could save if all COS facilities adopted this approach? By being aware (and making small adjustments) we can reduce our consumption, and our bills.
We should ensure that all contracts are tendered out on a regular basis (once every 3 - 5 years). While I am sure this is done in most areas, there are likely many contracts that have been in place for a significant amount of time and receiving regular inflation increases. We should populate a list of all contracts and the last time it was tendered to manage this process and ensure the City is receiving the most competitive prices.	Unknown savings at this time, but will ensure the City is paying the most competitive rate on all services.
Maybe save janitorial time by having all staff empty their respective black garbage and blue recycle bin daily and have it picked up once a week? We hardly have waste every day but the janitorial, while I hate to cut their hours, have to bend an empty baskets that have three small crumpled waste items...	Maybe fewer hours, staff maybe more aware of the garbage they produce?
ensure all lights are turned off in the building at end of day; I always turn off lights in our boardrooms when not occupied...	electrical costs
I think all departments should assess their meeting schedules. We have a ribbon in our office stating "I survived a meeting that should have been an email" for good reason. It's not just is, it's all departments. There are too many meetings	Save time, money, gas
eliminate free above parking behind City Hall; have a lottery, or still seniority, but charge for a spot - I pay $210 a month to park...this could realize a revenue stream, and while not popular, a fair monthly fee should be palatable	new revenue stream
Offering telecommuting as an option for appropriate staff.	The city would save in desk/office space, water use, downtown parking would be less congested, not to mention less traffic on the roads would have environmental benefits.

IDEA	OBJECTIVE
If possible, decrease time on automatic lights to turn off quicker when there is inactivity in the room. I notice our office lights stay on for a long time after someone has gone home and no one turns them off.	Energy efficiency and forces staff to move around more rather than being glued to their desk.
Remove assigned parking spots from upper management and rent them out to City employees at market rate, even slightly below market rate.	Quite frankly, upper management are among those who can likely afford paid parking compared to other staff. Profits from parking revenue could be used to reduce tax increase year after year.
Having a dedicated space for office frick-frack that's collecting dust in people's offices (e.g. desk trays, file sorters, etc.).	So many items are being ordered new when they could be re-purposed. Unfortunately, no one has time to go office to office to see if someone has the required item long-stashed atop a cabinet or under a desk. Having dedicated space for used office supplies would not only save money, it would get the required item into the requester's hands immediately.
Examine OT in each area and review why it's happening. Lack of planning? Last minute requests or changes. is the process flawed? maybe the business process has unnecessary steps that are causing extra time and there fore extra work that is bleeding into OT. Requirements in need of review? Maybe something that has been done off hours could be reviewed for why? what makes something "essential/timely", what are we willing to bend on?	Reviewing OT costs, reasons, etc. will require a review of processes, resources, and options for automation. With the new software we have at our disposal we may be able to move processes to My City to streamline activities. We could evaluate corporate - internal - expectations and whether there are "needs" that are more "wants". Maybe OT isn't necessary, maybe it's just about prioritization and planning.
Re-evaluate our Human Resources process of preferentially vetting local applicants for job competitions (which we are currently doing in some cases). If we want to grow our corporate excellence, let's incentivise hiring the best candidates, and consider that they may not be in our City yet... so let's consider offering relocation benefits - steal the best people we can from other Cities / organizations / locations. Take them from anywhere they want to come from.	Getting the right people on the bus will ensure a culture of continuous improvement and will ensure that we build a world-class city... to do that we need to invite the world to our City.
Our Section has an approved budget. Have submitted a RFP to purchase computer screens to improve and provide efficiency to our work. Our purchase price within work is $360 per screen. To purchase at any store a higher end screen will cost $120-150 per screen.	1/3 savings to our City/Police Budget. Efficiency not only in work output but an energy efficient screen as well. Being handcuffed (pardon the pun) into purchasing a more expensive and poorer quality item seems counter productive and wasteful.
Standardize the Office Furniture offerings. When I got a new chair, it was a full on assessment where I had to drive over to the West side to "test" chairs. There was far too much choice, including what fabric I wanted. Every other place I have worked has had a bulk order of 3-4 different chairs in a single fabric and all staff are required to choose from that.	$200 per chair ordered. Up to 20,000 annually.
Small problem but cleaning staff overload the paper towel dispensers in the bathrooms at the police station. As a result of you pull one out often 5-8 come with it. Now they are all dirty and are tossed. This likely adds up to a lot of wasted paper towel in such a large building.	Save paper towel and therefore money and the environment.
Promote increased use of Skype for internal meetings, instead of driving to various locations. This could be promoted via an internal communications campaign.	Meeting via Skype instead of in person will: a) Reduce the amount of time employees are on the road driving between meetings, thereby reducing the risk of MVC's and harmful emissions. b)Increase productivity by reducing travel time.
Cut back on some of City Hall's downtown parking for some employees. Or if you are an employee who is provided a parking spot, perhaps a fee is applied to the spot.	Generate revenue.
Make all CoS scramble parking stalls available to book online versus having to go through an Admin person to book.	Less time spent communicating with an Admin person to book a stall = easier process and less administration of said stalls

IDEA	OBJECTIVE
Stop printing so much paper! People still print division/team meeting agendas/minutes or payroll reports when they can be accessed online or shared through SharePoint. Default every printer in the organization to be double-sided print and in grayscale.	Reduction in paper needing purchased, environmental benefit, more space (too many documents stored in boxes/stored in work areas)
Unscrew light bulbs in vending machines across the corporation	Reduced energy consumption = reduced operating costs and a sign that the City is willing to try anything and see what works. (Walmart implemented this with staff room vending machines across the entire company and saved $2 million annually).
Send TD1 and TD1SK forms along with any other appropriate hiring documents to new employees that will be starting with the City in advance of their start date (a "welcome package" kind of e-mail which would also include an employee ID # PRIOR to starting).	Less wasted time for an employee on his/her first day of employment with the City. Forms are filled out in advance. Youth are not sure how to complete the TD1(SK) forms or do not know their SIN or have it with them therefore this process would eliminate the back-and-forth time wasted getting this information on both the new-hire's perspective and payroll's.
Turn off computer Monitors when the employees are done for the day. This can be done by an awareness email to all employees to turn off monitors when they leave home. Or a programmed way by IT to turn off monitors.	Based on research, average ANNUAL energy cost that can be saved per monitor is 36$. Considering the number of monitors in the city, this can be a good amount of savings achieved with minimal effort.
TCU Place currently doesn't contribute to CBCM, the City does. I know TCU Place didn't make any profit (not like SaskTel Centre) but it is important to treat the operation as a true business unit and recognize the full cost of running the facility. Now City automatically pays any increase in the CBCM contribution every year. City would still need to provide the subsidy to TCU Place at the end if required but it needs to be held accountable for its own cost of operation, replacement cost is an important part of it.	Set as an ongoing target for TCU Place to strike as a profitable event organization.
Get SL&P to stop buying all those promo items. Why do they need them? It seems very excessive.	It will save money.
Eliminate subsidized employee parking	cost savings, revenue can be generated from parking lots
I think we should set up an Innovation Fund for every division. For every $1,000 saved out of their operating budget, transfer $500 into an Innovation Fund that can be carried forward and used for funding business innovation initiatives in their division. Set up the fund so it could be carried forward until the division has enough savings to fund a new innovation initiative.	That would encourage business units to find savings in their operating budgets, and it would also get people thinking about how they could innovate their work. Win/Win.
Wireless live communication on the new tough pads	jobs wont be done twice if we can see live what other crews are doing/have done
Mobile device management for the corporation	A centralized managed service that will save the corporation about $50 - 100,000 K a year depending on the managed service cost.
Streamline room booking. As a manager I have spent at least an hour a month "hunting" for a room because none were available to me and I would have to call clerks to get access to a committee room. All room bookings should be done through outlook. In the event that approval is required (i.e. Clerks), then we need an approval system in place, not just an email that is poorly documented.	If there are 500 people booking rooms every month and they have comparable time waste to myself, 500 hours monthly of valuable time. This could translate into upwards of 10K monthly, not to mention Clerks admin time (and the "phone a friend" people in CSE or other departments who have access to different rooms from me)

IDEA	OBJECTIVE
Regulating the temperature in City Hall. Perhaps some sort of tint on the windows to keep the direct sun/heat out and of course closing the blinds. Most Monday mornings the heat and the stuffiness is quite noticeable in our office (south side of building). We understand the chillers are set to go off at a different temperature on the weekend but come Monday morning because it's gotten so warm and stuffy, office doors are propped wide open, every available fan is on high and those actions defeat the purpose of the air conditioning. It normally takes a full day to get back to a comfortable temperature.	Reduce electricity consumption and starting our Monday/week off on a good note versus being uncomfortable, unproductive and complaining about it.
Catering justification. My division almost never caters events, but at a recent Safety Superintendent Friday, I noticed they have a catered meal!	Cost savings.
Create a fine and enforcement system for illegal overweight vehicles and larger fees for overweight vehicles as well.	This would be two fold achievement. It would create City revenue through fees and fines to illegal overweight vehicles. These vehicle are also the ones that do the most damage to our roads so if illegal loads decreased and were divided to legal loads we would see less damage to our major roads and longer service life before next treatment. However, there would be upfront costs for design of the system and to increase enforcement that would need to be considered so may not be a quick win?
Offer some of our training programs to external organizations (e.g. health region, school boards, library, etc.) for a fee by either offering it in their companies or opening up seats in our sessions to external people. Not every program would be good for this, but perhaps could be considered for those that are not tailored specifically to the City (e.g. Aboriginal Awareness, LGBTQ2S) and where we generally have space for more attendees.	Increase revenue at little/no cost.
Charge civic employees for their parking spots (payroll deduction) and remove the taxable benefit from their T4. I would guess pretty much every other employer in the downtown core makes employees pay for their own parking, we should be no different.	New source of revenue, employees can decide if they really need/want their space or not, other employees who may not otherwise get a spot would now have a chance to buy one, the Payroll Office won't have to deal with taxable benefit calculations anymore.
Charge interest on overdue accounts. Our SAR's/invoices say we will but we aren't. I know our current systems might prevent us from automating this, but for large outstanding amounts (maybe set a limit of $10,000 or something), we should be doing it anyway. The interest will exceed the cost of us calculating and invoicing for it.	Increased revenue, more timely payment from customers.
Install light timers in bathrooms, office supply/copier rooms, meeting rooms (Committee rooms as well as internal meeting rooms) to automatically turn off the lights after a few minutes.	Utility cost savings.
Set up centralized waste and recycling collection points in our civic facilities. I don't need my garbage and recycling emptied from my office every day, let me empty my bin in a common bin when I think it should be emptied. The janitorial staff can then use that time to do other things like vacuum more than once a year.	Efficiency gain
Establish reusable office supply stations where people can put items they no longer use and others can take from there instead of ordering new.	Cost savings.
Charging civic employees for parking.	it will ensure that a fair price will be paid by those that choose to bring their vehicles to work.

IDEA	OBJECTIVE
Replace the live plants in the lobby and along the second floor overlook in city hall with realistic fake plants, or remove them entirely. The staff time spent to tend to them (I see the staff watering and pruning/plucking the plants at least once a week, perhaps twice) could be reallocated to more value added activities or perhaps even eliminated.	Cost savings.
Everyone should shut off their computers at the end of the day.	Save money
Lights off in Civic Buildings, notably CSE where lights are always on. No need to have lights on over nights and weekends. Remind Civic staff and custodial staff that lights should be turned off at end of day.	Save money and electricity.
To have multiple metal recycling bins at our transit maintenance shop such that the city can capitalize on, in some cases, much higher rates (on a weight paid basis) for certain metals which currently all go into our single "metal" bin, which apparently pays the city the minimum (or base) rate, which is the rate paid for scrap steel.	Much more revenue generated as a result of the city being paid higher, and in some cases, much higher rates for certain metals. Note that there is no cost incurred to have multiple bins on site (versus just one at present). One must also note that the only other city input cost that may be incurred to achieve such a revenue increase would be the associated labor cost incurred, if chosen to do such, of separating certain module assemblies consisting of multiple metals/other materials. This issue may be circumvented as the company currently on contract for our scrap metal recycling (Inland) does offer the option of providing bins for certain "unclean/unpure" metals that pay at a rate that is still substantially higher than the minimum/base "scrap metal" rate.
P-Card for each division for online advertising	The city spends thousands of dollars on online advertising and advertisers such as Facebook and Twitter require a credit card for payment. Because most staff won't use their personal credit cards and submit for reimbursement, we hire external contractors to run campaigns. Typically this adds an immediate 15% on top of the media and costs additional consulting management fees. As we move towards a digital first strategy this isn't sustainable.
Consider implementing active overtime management for operations staff be pre-setting level of service targets for operational emergencies such as emergency utility repairs.	Review what City of Calgary has done to manage staff overtime hours. By setting level of service scales for water main repairs (for example) overtime can be managed by only using it for service interruptions that affect a certain threshold of users. Below the threshold (in this example) a water trailer is provided and work is completed without overtime.
Consider implementing active overtime management for operations staff be pre-setting level of service targets for operational emergencies such as emergency utility repairs.	Review what City of Calgary has done to manage staff overtime hours. By setting level of service scales for water main repairs (for example) overtime can be managed by only using it for service interruptions that affect a certain threshold of users. Below the threshold (in this example) a water trailer is provided and work is completed without overtime.
Parking. Consider who requires a parking spot at the City and for what purpose. Managers should not simply receive a parking spot just because they are manager..... decisions if a person requires a parking spot should be determined based on the person's need to travel as part of their job. Furthermore, the City should lead by example and provide parking spots for people who carpool. Fewer cars on the road are a benefit for the entire City, and carpooling should be encouraged. One way to do this is to provide parking spots to people who do carpool.	If the City reconsidered who should receive a parking spot, there may be options for selling or redeveloping parking lots in the City which are currently used for City employee parking.

IDEA	OBJECTIVE
Remove the car allowance from staff. staff here have a really good wage and then are allowed to receive a monthly car allowance and I understand can charge additional expenses on top of that. it is just not fair, I have meetings I charge the 9.37 as per my union contract and that should be the same for all. you would save so much money and if staff don't like it, oh well.	savings, substantial savings
When I am printing up rentals for HBC pool space - I am making a PDF copy that I send to the customer, school or group - they have told me that I do not need to make them a copy that they already have made their own copy - but I am printing their rental for the City's copy for them to sign	I will be cutting back on half the paper that I currently use - for example one of the user groups rental is 15 pages long - for each season and also for the school groups that have rentals - I will be saving at least 3 pages for those - this past spring season there were 75 school rentals in April and May
Unpaid Days for employees. A mandatory day(s) off without pay for City staff to take during slow times in certain work groups depending on their functions.	Cost savings
No raises for next CUPE 59 negotiation. Shouldn't the best jobs at the best places to work be the lowest paying, and the worst jobs at the worst places to work be the highest paying?	Future planning for austerity considering seeming 100% inflation rate over last ten years.
Replace our street scape flower pots that require manual watering with ones that have water reservoirs built into them. The water is then drawn up into the soil by the root system as the soil dries out.	Staff won't have to go manually water the flower pots as often which saves on time and makes it safer for them too
Parks staff who empty the garbage containers should also be given the supplies to refill the dog waste bag dispensers at the same time.	Instead of having two people visit the same place twice, would be able to have one person visit once, save staff time and look better to the public
Instead of printing out agendas and minutes, use the projector/tv and a computer. Most of these end up being recycled anyways and are saved to either a shared folder or on Share Point.	Reduce printing and recycling costs.
Instruct staff to turn off computers, monitors, and unplug unneeded devices, such as toasters/tea kettles in kitchens when not in use.	Savings in wear and tear as well as power bills. For computers, turning these off improves performance.
This is more long term savings - - Creation of shower facilities in new or retrofitted COS owned building. (i.e. 2nd floor CSE)	This will further entice people to bike to work, go for runs during breaks, be more active, yet still feel comfortable at work. Just by exercise alone with the ability of feeling clean and fresh afterwards for work, would improve moral, health and fitness of the employees. This in turn will most likely reduce the number of days where people would call in sick or injured. Having this outlet of fitness and shower afterwards I see would help re-invigorate the workforce to be more productive and healthy as a whole. This idea, will have upfront costs, but in long run result in savings.

IDEA	OBJECTIVE
As of January 2017, in a previous role, the number of off cycle payroll processed by the corporate pay office was high. When payroll computation occurs, employee deposits are sent to the bank first before review of final payroll can be completed. Since the review is only happening after payroll has gone to the bank, any corrections, errors identified are reactive which typically generates off cycle deposits (paper cheques and direct deposit). Stats collected in 2016 show: •Off Cycle Stats (Jan 1 – August 31, 2016): -Online (direct deposit) payments – 912 -Manual (paper) cheques – 757 •Hours spent on producing off cycles and corrections (January - August 2016) was estimated at $500,000 in time spent. Proposed Solution pending the implementation of an ERP: A Pay Element Diagnostic report was created in the fall of 2016 by IT in collaboration with the Pay office to help with validating payroll before it is sent to the bank. The report provides details or current and prior period earnings a variances. The variances are investigated and matched to paperwork that may explain why an employee is earning more or less in a payroll period.	Other than the dollar savings from streamlining process and by leveraging existing software, the change will achieve the following: •The proposed solution will not only streamline the process but ensure payroll results are verified prior to sending it to the banks. •Possibility of overpaying employee is reduced •Reduction in the number of manual (paper) cheques to employee who have already signed up for direct deposit. •Employees receive accurate pay the first time •Staff time spent on processing the off cycle payrolls is reduced •Less reactive work •Less disgruntled employees, more engaged City staff.
Encourage the use of Skype Conference Call feature instead of travelling to offsite meetings	Savings in dollars from travel from site to site, time spent on the road to get to meetings and more productive use of time. The technology already exists, we just have to use it. To roll-out City wide, a quick reference guide can be provided to City employees on how to schedule, attend and present on the Skype conference calls.
The Leadership Team should refuse to accept their bonuses this year and next.	Save money
Can we look to automating the leave pass and the travel authorization?	The leave pass process is fairly simple, but there should be a workflow for both of these with the standard amounts listed in both on drop down lists. The workflow could simplify the approval process as well as ensure it is tracked and not lost in transit.
Refine the road closure signage policy	Reduce the labour and thus time/money to set up road closure programs. Referring to the Boychuk Dr. program recently, there were 5 road closed signs along 5 blocks. This was unnecessary, very inconvenient and misleading to the public.
Reduce the amount of overtime paid to employees by hiring staff and working on retention of staff members. My example is the transit mechanic that had $98,000 of overtime. That's almost the wage of 2 mechanics combined, just in overtime costs!	It will improve the costs of labour, reduce burnout of employees and help with retention as workloads will be manageable.
Automate manual processes	so many manual processes in each division that could be automated and eliminate FTE's
Remove paper forms for leave of absences and introduce a digital procedure.	It will reduce workflow lag time between vacation request, approval, and input into our timesheet databases/applications. It will allow team calendars to be built off the data and shown regularly to supervisors and will save the City money on buying paper forms.
Implement Digital Project Intake controls for all workgroups	Allow all requests to be accepted in a systematic fashion, similar to how requests from ITSupport.Saskatoon.ca get moved into projects managed by IT. This will allow proper work orders to be generated from requests, and allow multiple requests to all be tagged into one work order/Project.

IDEA	OBJECTIVE
Require potential employees to pay for their own criminal record checks.	A criminal record check is $35.00 and a vulnerable sector search is $70.00. A lot of other organizations do not pay for this service. If the person wants to job bad enough they should be willing to pay for this service.
Paid parking	To all the employees who get a free parking spot behind City Hall or underground, they should be required to pay monthly or yearly. Typically, the individuals who have these parking spots are Managers, Directors or GM's and they have a lot more money than most other employees, therefore they should be able to pay for parking, just like the rest of us.
Potholes	I have noticed that potholes being fixed are done poorly. The end result is that the fix is quick, but not long lasting and then the repair has to be done again and again. At the Boychuk and Hwy 16 turn off for instance, there is the same pothole every couple months or so that is repaired over and over. Wouldn't it save time and money repairing it right the first time with stronger materials?
Stop printing job postings for the job boards and sending copies to Ave P	Eliminating this would save time, resources and money. The job boards outside of HR and on the 4th floor are useless basically, because we accept online applications only, no paper. If we stopped having to do this, we would save on paper, ink (colour) and time.
Purchase a vac truck for the wastewater treatment plant	Every year we pay hundreds of thousands of dollars to Evirotec (now GFL, Green For Life) and McGills for various jobs that we could do ourselves. We have the manpower and ability to operate the truck, the initial cost of investing in a truck would be paid for in the first few months and the savings felt for years after that.
Voluntary Leave of Absence. Many full time positions have predictable cycles in a year when they are busy and when they are not. On a voluntary basis, and in consultation with their manager, employees could arrange for an unpaid leave of absence during these times.	Obviously wages can be saved, but a further benefit is healthier employees through the respite gained from spending time with family or pursuing other interests.
Digital Screens in all our Civic Facilities.	Not only will it allow us to control our message in our civic facilities, but we could have a video portal power it - sell advertising opportunities - and we could even tie it into a our Alertus Emergency Alerts to give city-wide or location specific visual alerts.
Similar to an earlier submission - XDO's (Extra Days Off). At their manager's discretion, employees can "purchase" a limited number (5-10?) days off. The days are unpaid and the time is simply deducted from the annual salary.	Besides the cost savings from wages the additional benefit is the respite and the scheduling flexibility offered to employees.
Make reviewing the SAR system (the way customers charge on account and how the process is administered) a priority, and consider implementing a late fee (1-2%, or more depending on industry standard) on arrears outstanding more than 30 days.	Current system is outdated. A review and subsequent changes to how we do business will result in operating efficiencies and subsequent cost savings. Charging a late fee will encourage earlier payment of arrears.
We need to start charging employees for lost photo ID cards. Every year approx. 250 employee cards are lost! This translates into a cost of $5000 to the City not to mention the physical time it takes to reprint and ship them off to the employee or an employee driving up to Ave P to pick it up. This 250 includes lost cards of seasonal employees that return every spring with no card and full time employees. I think that each employee gets their first card paid for by the city. If they lose their card, they will have to pay for a replacement at a cost of $20. Comparatively the Library has been doing this right from the start and they have 1-2 lost cards per year.	This would be a year on year savings of approx. $4500 - $5500 per year. Not a lot but it's something. If you need more information please call or email

IDEA	OBJECTIVE
Car allowance amounts are ridiculously high based and are difficult to justify. Often in cases it may be more economical to rent a vehicle. And that vehicle if only transporting people can be a subcompact, for reduced operating costs. Not a half-ton truck with higher than average operating costs.	Lower costs associated with delivering the same service and reduced environmental impacts.
The city leases lots of crew cab 4x4 trucks such as the Pest department with the cost of fuel as it is why don't we lease more appropriate sized vehicle's like a crew cab Colorado or Canyon , If understand the need for half ton pick-ups but not the whole fleet.	Less fuel costs for the city and it's tax payer's and less environmental impact since they get better fuel economy .
Charge market rates for all staff parking, including parking for managers, GM's, the Mayor and Council.	It will help recoup costs associated with maintaining the parking facilities, and generate additional revenue for general use.
Charge a minimal fee for the Leisure Card under the "Leisure Access Program". (those that get a leisure card at no charge to address cost as a barrier)	Bring in some revenue and give a sense of ownership and accountability to those using the service.
Allow employees to take unpaid days – up to 2 weeks/year for each employee	Cost savings
Review ongoing training requirements and disciplinary implications for equipment operators and drivers to incentivize reduced number of damage claims	Cost savings
Streamline and clarify the business plan and budget process. Create consistent, realistic cycle schedules so that business plans are done before budgets. Ensure all required templates are provided to staff at the outset and are simple, clear, consistent and readily available (for example, provide the FTE Optimization Form and clarify if it's required when the FTE is associated with a capital project). Ensure documentation isn't duplicated (e.g. the memo to request staff, the capital project write-up, and the FTE Optimization Form have similar content requirements). Ensure any formal or informal mandates or guidelines are communicated to staff before they begin their business plan and budget work (for example, late-April discussions about mandate were not communicated until budget deadlines in May). Align the budget and payroll systems - for example, it's not efficient to have managers manually calculating their salary budgets using copies of the CBAs and a spreadsheet of when all of their staff will receive increments. That information is in the payroll system.	Greater efficiencies in the use of staff time, which helps reduce or at least postpone the need for FTE increases.
Review and align the update/status reporting systems. Transparency and accountability are important for us as a public agency. But too many similar-but-not-identical reports creates confusion that compromises transparency, and internal red tape that consumes staff resources. Examples include the quarterly updates, the quarterly capital status reports, and the Service, Savings & Sustainability report.	- Greater efficiencies which will reduce or at least postpone the need to add FTEs. While reporting is an important part of our work, we also need to focus resources on actually doing the things we're reporting on. - Greater transparency/less confusion for readers (internal and external).

IDEA	OBJECTIVE
Streamline and clarify the variance reporting system. The change from monthly to quarterly reports is welcome, but the system still needs work. For example, how much effort should be placed on detailed reporting for business lines and cost centres that can't make a material difference? Also, it's not efficient to have managers manually inserting formulas in spreadsheets in order to calculate variances - and redoing that for each variance report. And it's confusing when numbers are inserted into the spreadsheets without an explanation to managers - we're at a loss to explain them in our reports. It's also confusing when mid-year budget adjustments are made and not communicated to managers. For example, while we recognize the challenge of this year's provincial budget, if that affected this year's budget it has to be properly reflected in the spreadsheets and communicated to managers before they do their variance reports.	Greater efficiencies, better use of staff time - which should help reduce or postpone the need for more FTEs.
Review the need for reports to Committee and Council, and review the process for opportunities to streamline it. Do we always need a report? Do we need to go to LT or LTOS as often as we do? If there are concerns about the volume of material on agendas, concerns about costs and FTE requests, and concerns about the length of time we take to do things, can we be more judicious in our use of reports - particularly information items? When we consider every step of getting a report on an agenda, and how many people have to spend time on it (research/writing, formatting, reviewing, approving, publishing, circulating), each report costs quite a bit.	Greater efficiencies, better use of staff time which may reduce or postpone the need to add FTEs.
Compliance measures for employees to order on Corporate blankets.	Cost savings with better pricing and reducing costly maverick spend.
When new employees are hired, rehired, and especially when a department does a mass summer or seasonal orientation, they should be printing off the TD1, TD1SK double sided as they are designed. We should not be receiving four pages of paper, two sides with info and two sides blank, makes no sense. This is a waste of paper and space when filing. Have a corporate standard or something on how these should be processed by everyone.... Ideally, if the employees complete this online, then the payroll clerks could review and then the forms could be stored digitally.	Reduce paper cost, consumption, reclaim precious space and better for the environment.
limit leadership development forums to a once a year offering.	cost savings, savings in employee time
Set the default for printing to black and white from colour for all employees.	This will save us approximately $500 to $800 per month in printing costs for our one colour printer/copier here at Remai. (I have already sent out an email to staff, we just wanted to let you guys know that we were doing this). Maybe it is the same in other departments where the default is to print in colour.
reduce janitorial services -- we have daily garbage pickup in our offices -- couldn't we just have a central place on our floor to put our garbage and recycling or move to weekly office pickup?	I think that police already have this reduced service level of janitorial at their building. I'm assuming that this would reduce costs.
Corporation develop a policy which deters staff from using their cell phones at work. Often see staff using them during work hours.	More productive workplace.
1.Set up GO FUND ME pages for the solicitation of funds for specific projects or maintenance of specific use facilities or programs that are currently mill rate funded, or are under-funded or have a unique set of users (i.e.. dog parks, skateboarding facilities, indoor playgrounds, etc.)	Additional revenues to help offset costs and/or increase a level of service without costing the general tax payers more.

IDEA	OBJECTIVE
No free parking spaces for employees. Charge a monthly rate that's on par with downtown rates (approx. $200/mo.).	Savings
Review/eliminate spending allowances (car, cell, other).	Savings
Adjust sign shop staff scheduling to attain better 24hr (or whatever is needed) coverage. E.g., one crew start 4am to get all stuff in place for 7am, another crew @ 7am, another at noon, another at 3pm, or whatever is needed.	Reduction of overtime by ensuring the majority of sign needs can be handled by workers at regular time.
End the Car Allowance. It is excessive. Looking at the rates people get in the public accounts - some up to 9K! Instead of car allowances at that volume, use rental cars/a series of City Vehicles in designated spots which can be "booked".	Significant cost savings - instead of 9,000 in a year, we could own/lease a vehicle that is available to that person at work (and others) for less.
Eliminate off-cycle cheque printing.	Staff time to manage off-cycle cheques is significant. I have never worked in a place before that you could, on demand, request your paycheque. These are set days regardless of scenario.
An assessment should be conducted on how much it costs to have individuals on car allowance as opposed to driving a city vehicle.	When a city vehicle is not necessary, especially for supervisors, a car allowance is usually cheaper than the cost to buy and maintain a city vehicle.
1. Set the office room temperature higher 2. Turn off lights whenever the room is not occupied 3. Use water wisely. Save rain water for lawn and garden 4. Maintain paperless environment 5. Encourage vacation off whenever possible. Less vacation payout 6. Less overtime, less training (out of city or province). More lunch and learn	Reducing operation cost
Look at car allowances and cell phone plans for managers; in my experience management does not use their vehicles very often and yet are being paid large "bonuses" for driving to work	Large monetary savings with no effect on jobs
Corporate Communications needs to do their own work. I work closely with Communications and they outsource the most simple of tasks - basic graphics (even for internal consumption), and writing. We have well-paid Communications Consultants who focus all of their time and energy on managing a vendor or vendors.	Cost savings on vendors, improved employee engagement, improved optics with the public.
Stop carrying temporary employees.	Hiring positions that should be permanent leads to constant turnover and having to retrain because employees feel insecure in their position. Losing people that know the position will always be expensive let alone the learning curve of their replacement.
Books like the Strategic Priorities and the 2017 Business Plan and Budget should only be available in digital format. Councillor's and Employees are equipped with city computers and can view online.	It will achieve a huge cost savings as these books are not cheap to print.
Courier costs for delinquent utility customers. We presently send 20 to 50 notices out daily we don't charged the customer but we do charge for registered letters. Our manager has been looking at implementing this already.	Approximately $500 saving per week.
Stop the production of hard copies of books. All of that information is accessible online. Often copies are being thrown out. I think if explanation is provided to citizens and Council with cost savings for not producing a hard copy, it would be understood. At the very least printing should be limited.	This supports the strategic goal of being environmentally sustainable for paper reduction as well as immediate cost savings in printing.
Get rid of the no charge accounts at the landfill. There are some charities that can dump garbage for free - they should either be charged for it or Council should approve a maximum dollar amount as a grant and after that they pay.	Fairness (not all charities can do this for free, only some) and more revenue.

IDEA	OBJECTIVE
Tender the parking enforcement service contract. It has not been competitively tendered for many years (if ever). A tender would allow us to set specific performance conditions and hold the service provider to achieving them, and make sure the price we are paying is competitive.	Cost savings, better customer service.
Replace traditional street lights with LED lights. I've noticed a couple have been done on Circle Drive south by the Exhibition but no where else. If there is a replacement schedule already it should be accelerated.	Lower electricity costs, longer life which means lower staff costs to replace them/better safety for crews that don't have to work in traffic as often either
Install GPS on all City vehicles	Improve operation and delivery of services. Support anti-idling program and fuel / GHG reduction programs
Reduce or eliminate spending on promotional materials (example – health fair) Explore comprehensive policy to charge fees, or increase fees charged, for the following: closings encroachments easements (SaskPower, SaskEnergy, SaskTel) use of right-of-way leases for cell towers (standard rates for SaskTel and other telecommunication companies) temporary construction work space agreements boulevard leases	
There are hundreds if not thousands of illegal driveway crossings in Saskatoon. Builders (especially in fill) are building garages and driveways but not doing the required curb cut which is 3-5,000.00. Because it is not regulated often by the time it comes to the attention of enforcement the homeowner is on the hook. Contractors and builders should be held accountable. There is no teeth in enforcement and too many of these "driveways" to address only a few. Sidewalks and curbs are cracked and wrecked as a result and taxpayers foot the bill for repairs.	Long term this would save money on repairs - short term ticketing for infractions would be a start. Possibly the city could look at working with a contractor to make the fix cheaper for property owners and makes some sort of a commission or percentage from the exclusive work.
Fees incurred by Saskatoon Land for architectural evaluation of building plans. Dump fees for utilizing Saskatoon Land Basement dump sites	Additional revenue generation
Reduce the overtime to sign shop workers. Looking at the salary lists, they typically earn over $20,000 in overtime. Hiring additional staff or improving internal processes may help as well as only granting pre approved overtime.	Reduce overtime expenditure.
To start charging for cleaning of sanitary sewer lateral lines, or to cease offering a free service. Currently, under C07-008 the City offers cleaning of residential sanitary sewer lines. The policy allows the City to charge a fee, but has never implemented such a cost despite our Connections Bylaw indicating the property owner is wholly responsible for the lateral line connecting the property to the main.	The City currently cleans-out between 3000 and 4000 residential lateral lines per year at no charge. This service is offered by the private sector at a cost of $60 to $400 depending on the severity of the blockage. Citizens would also take greater care of what they flush down the drain if there were real costs involved.

IDEA	OBJECTIVE
In some areas at the Parks Division - during the winter there is no need for 3 full-time staff - It can be staffed just like the other departments with a Supervisor and one Park Tech 14. During the Summer (call-back season/busy) go back to a Supervisor, one Park Tech 14 (full-time) and two Park Tech 14's (seasonal).	Save money on full-time staffing and it gives senior seasonal staff and opportunity to get hours during lay-off. The original idea was probably to have the second Park Tech 14 on the help with snow removal and hauling and other duties during the winter. Well, times have changed so now during winter snow events, staff on the call-in list can be used to plow snow in parking lots or haul snow away. The current second full-time Park Tech 14 works Saturday and Sunday all winter, and basically had nothing to do but drive around. Like changing garbage cans. But do garbage cans really need to be changed on weekends when staff have that on their schedule for the weekly duties. What a waste of city money!!
Layoff the Sign Shop's seasonal labourers earlier to save approximately $55,000.00 in the 730 Operating Budget. Re-assign Signing/Painting seasonal employees to work on the Capital street name blade program, under the Capital Budget 1506 TU –Traffic Signing Replacement. Approximately $110,030.00 of the 730 Operating Salaries Budget will be shifted to the 1506 Capital Budget.	The purpose of this report is to show the cost saving amounts associated with early layoffs of four labourers, as well as shifting six seasonal employees to work under the sign replacement capital program.
Everyone takes 1 unpaid day off.	One unpaid day off shouldn't be a huge financial burden for the employee. But if the city didn't have to pay everyone for one day, that would save some money!

30 Day Challenge Ideas for 2018 - City Council Direction Required

IDEA	OBJECTIVE
Paid parking at SaskTel Center for cars with fewer than 3 passengers during events. Specifically, I suggest: Cars with 3+ people: free Cars with 1 or 2 people: $10-20	Increased revenue Decreased event traffic volumes Decreased traffic management costs for police Decreased emissions from traffic jams More efficient people movement in and out of events Actual incentive to try taking the bus
My idea is moving the collection calendar direction to completely digital platform. Encouraging all citizens use our online collection calendar which we have been maintaining and setup for them. It should be saving the city for all the printing, mailing and 3rd party contract cost. The only thing the city may want to keep is online advertisement cost such as Facebook and social media. This change or implementation could be probably saving the city approximately around $85,000 less or more. It is a nice video message. Thanks again.	The digital platform and application have been created. We have been monitoring and maintaining the data set closely. The only important thing is seeking city councillor approval to agree for communicating citizens that the electronic and digital is the future direction. We know this may cause partially citizens inconvenience if they are not familiar with computer and digital especially for the elders. Our platform and application is ready to provide printing option if they really need the hand out hard copy. Therefore, they can ask their friends, family, co-workers or neighbors around to help them printing out the copies especially we have a strong lovely community in Saskatoon.
As a citizen who composts, recycles really do not require garbage pickup once a week in the summer. I suggest we pickup the garbage once every two weeks year round.	Reduce cost of garbage pickup.
No longer provide meals, light snack, or beverages at City Council or committee meetings. Councillors can bring their own lunch. The document Council Members Benefits and Entitlements does not say they receive meals for Committee Meetings - and if some other document does - that ship has sailed and that benefit should come to an end.	Employees aren't provided meals, snack, beverages when meetings are held over the lunch hour - this idea promotes cost saving measures and food is no longer wasted.
More billboards on City owned land	Additional revenue opportunity for the City
Not sure if this would apply to all neighborhoods but I think black bin collection could be reduced. I find the black bin is not used nearly as much with all the recycling.	Cost savings in fuel and maintenance
Increase impound lot check in fee from $50-75/vehicle, daily storage rate from $25-30/day. Approx 2800 vehicles per year are processed at the impound lot. Collect outstanding fines from the towns of Martensville & Warman (in excess of $100,000). Legislation has given us jurisdiction to do that. More seizure blitzes on Saturday's (in summer) to seize vehicles downtown. Outstanding unpaid ticket fines are in excess of 2M.	Impact on outstanding parking fines and generate more revenue towards the mill rate.
Reduced residential garbage pickup to every 2 weeks during entire year. With recycle and grass bins, personal garbage is significantly less. Those that have more garbage should pay for a larger garbage bin.	Cost savings associated to weekly garbage pickup.
You could do an online public auction for a prime parking spots around the City. Give the winner an annual pass, and a dedicated spot. Identify some prime real estate, then let people bid for the spots. Chuck the proceeds back into the City's operational budget. You could ask local businesses to "sponsor" a spot, so they could essentially pay to have their logo put on the parking spot sign (this spot sponsored by Atco Gas).	It's fun. Everybody wants a great parking spot. Gives the business community a chance to get out there and increase their brand awareness. Gives the City some new revenue.
Eliminate councillor communications budgets	Savings, and remove the unfair advantage during an election year
Eliminate Christmas lights downtown, at least in the short term.	Cost and environmental savings.
Garbage pick-up bi-weekly, except weekly for July – August because of hot weather.	Reduce costs.

IDEA	OBJECTIVE
Unfortunately continue to freeze wage increases for 2018....0%. To make up for it give staff more time off?	Will help to limit spending. Could cause labor unrest and possible labor action.
Less grass in parks and less watering of the grass. More xeriscaping, edible plants, fruit bushes. It's important to have green space to play on but perhaps there could be less of it and still enough room for recreation activities.	Save $ on water and maintenance.
We may want to consider how many recreation facility are open during stat holidays. If we either reduced the amount of facilities that are either open during these holidays or reduced the amount of hours were are open, there would be savings in staffing costs.	We have several work groups at our facilities that are scheduled during these holidays and receive OT for working during this time. This would reduce that staff costs. If we did reduce the number of sites that were open during these days, it would streamline when patrons go to and we would be more efficient with our resources. We also have Fleets and Facilities staff that are working the entire day of a stat holiday (i.e. 8am-5pm) and the site does not open until 12pm. We could reduce costs by only scheduling staff during these hours of operation.
User pay for garbage is an item that has been discussed and I agree it should be implemented. The pick up schedule could be adjusted to every two or three weeks as it will encourage recycling.	Landfill cost
Remove the bike lanes downtown. I see more bikers on the sidewalks and other streets than I do in the lanes.	It will save Hundreds of thousands each year in maintenance for the very few who use it each day.
Remove the construction of any future signs from the City Highway Entrance Sign Program and send the funds in the current capital project back to the original source (RCE funding).	This will send $380,000 back to source and reduce future operating expenses from being added.
Extended paid parking. Extending paid parking from 7:00 am till midnight downtown and allowing longer timeframes in one spot after peak hours. Downtown is packed most nights, especially later in the week and people have to pay for parking at private sites like impark already. Parking rates could even be a reduced rate at nights and still gain revenues.	It would generate significant additional revenues for the City. Parking fines would also be up which would increase general revenues at the end of each year. I think there is a great opportunity to realize additional revenues through this venue.
Advertising on City garbage trucks. Much like Saskatoon Transit's agreement with Rawlco Transit advertising, we could consider advertising opportunities on City garbage trucks. This would open up a new revenue stream and could be managed externally by Rawlco Transit with the City receiving a percentage of the sales.	Opportunity to bring in advertising revenue.
Reduce garbage pickup to bi-weekly or less frequently.	Reduced operating costs.
Turn the parking lots at (1) Kinsmen Park Rides and (2) down by the Prairie Lily launch/near the Mendel, into paid parking lots. These could be hourly lots during the summer and monthly permit parking lots in the winter.	New source of revenue.
Discontinue free parking for MLA's, dignitaries, other levels of government and other government agencies. There is no reason they can't pay for on street parking just like everyone else.	More revenue, fair and equal treatment for everybody.
Revisit the hours of paid parking (maybe extend to after 6pm, maybe require payment on Sunday's and holidays - maybe not hourly but perhaps $5 for the entire day).	More revenue

IDEA	OBJECTIVE
Stop catering for ALL Committee and Council meetings (unless the meeting will continue after 6pm like Budget). I have been in several in camera Committee meetings in the afternoon where there is still catering being provided. In almost all cases, the vast majority of the food (80% at least) is not eaten and what is eaten is only taken because it's there. I also noticed that the Accessibility Advisory Committee meeting being held in Committee Room E after the SMT meetings is still being catered.	Cost savings.
Have the users of the parking app pay the user fee, not the city.	Reduce costs
MLA's and any other government entity pay for parking passes.	It will ensure a revenue stream for a service but ensure that there is a fair treatment for all.
Parking enforcement is contracted out to commissionaires. When was the last time an RFT was done for this?	There may be cost savings to be had or at the very least, a commitment by the commissionaires for better service
City Manager and General Managers should take a big pay cut, they still would live better than most people	The city will save money
Rent out the parking lot on the corner of 3rd and 23rd at the bus mall. This lot sits empty on most days.	Income
Eliminate extra garbage collection at Christmas	Eliminate OT
Switch to Garbage collection every 2 weeks year round	Cost Savings
Consider to reduce the budget for sidewalks preservation when we are short $11 million.	You will save your budget.
We should reconsider whether TCU Place and SaskTel Centre require subsidies when they are making money each year.	We could save money by not giving it to companies that already make a large profit.
Remove protection from bike lanes downtown.	Protected bike lanes mean you need to have separate snow removal through contracts or though extra city workers wages. Keep the bike lanes, but remove protection barricades so that the plow can remove the snow.
Go to a alternating watering schedule	Reduce the costs associated with drinking water production in the summer months. There's no reason we shouldn't do this every summer to conserve water, enforce stiff fines, particularly to business who water when it isn't their scheduled day or when it's raining.
Eliminate the RCE as a funding source in 2018, or drastically lower the amount to be transferred from the 2018 operating budget.	There will be savings to the budget. while eliminating a budget item that took 2 hours and 2 minutes to get through. In comparison the Utilities budget took about 24 minutes.
Reduce the transfer to RCE - Council will need to make that call, but Administration could put forward the recommendation as it's one ability that Council truly could have in regards finding "savings" for the mill-rate. Currently RCE funding goes towards "nice-to-have" capital projects. We're in a situation were we need to support core services, and some of the nice-to-haves will need to wait or not occur (or there's other funding opportunities to satisfy many of these projects thru potential federal grant funding).	Between $500,000 and $750,000 in annual savings wouldn't be unreasonable.

IDEA	OBJECTIVE
Create a program much like computer or exercise equipment purchase for the city golf course memberships.	By allowing employees to pay the cost of a city golf course membership over the course of 6 mos. to 1 year there would be increased revenue as many employees would opt in for the $2000+ cost rather than it being a large one time fee. This increases employee well-being and satisfaction as well as brings in greater revenue to the city. Having a program to buy equipment is wonderful but the equipment is an occasional purchase, the green fees are required to then use the equipment. An extension of this covering league fees for various rec leagues or fitness classes would also be very helpful.
Reduce funding on public events	Should help reduce taxes
Get rid of the bike lanes downtown	Get rid of the bike lanes downtown
Suggest to close Indoor Leisure Centers on Sunday through the summer season. Libraries already are doing this. Or if closing indoor facilities isn't an option maybe closing all but 1 would be acceptable	Potential cost savings with not having to staff on these days, and less maintenance supply would be used. Eg: soap, paper towels, etc
Implement and enforce watering restrictions similar to many other communities-- house numbers ending in even numbers can water only on even days, odd numbers on odd days. Implement a 3-stage system.	Environmental awareness, conservation of what people think is an endless supply of water, help conserve energy use, reduce greenhouse gas emissions, and help ease the burden on the City's water and wastewater treatment plants and distribution systems. Oh, and revenue generation when people are fined for watering when on restriction.
Job security is important to all employees no matter the position. We have heard of considerable dollar amounts of overtime, particularly in Police/Fire. While I recognize that these are sometimes the result of emergency situations and situations beyond control, not all can be explained away under that umbrella. OT needs to be held accountable. Secondly, we hear of levels of government taking pay cuts in light of budget pressures. We need our unions to buy into this as well for the benefit of all employees continued job security. A 3.5% wage cut on $50K a year is only $1,750. Not a lot to give up for job security. Offer incentives for retirement at certain levels so as to allow for re-allocation of the work force.	Reduced costs while maintaining job security and service levels.
The disabled parking program needs to be overhauled. Right now people with a disabled parking permit can pay $20 a YEAR and park all day long on the street downtown without paying for parking. I believe the intent was that if disabled people had appointments or shopping downtown they wouldn't have to pay. It is being abused - people who live downtown are getting these passes and using the street as their residential parking space. People who work downtown are using the street as their free all day parking stall. Because really, $20 a year is as close to free as you can get.	More parking revenue, fairness and equity for everyone who parks downtown regardless of ability/disability, stop the abuse, more turnover in parking spots so other people have a chance of finding an open spot for their appointments, shopping, etc.

IDEA	OBJECTIVE
Get rid of protected bike lanes Convert to front street garbage/recycle pickup up everywhere that it is physically possible Have garbage pickup up every 2 weeks year round Promote and keep momentum going on the 30 day challenge beyond the thirty days	All of these have probably been proposed already numerous times. . . anyway I am sure a lot of money is spent maintaining, painting, cleaning, replacing posts etc on the bike lanes which are used by less than 1% of the City's population (no I don't have empirical data for that percentage lol) As for back lane pickup, I am sure that money could be saved on back lane maintenance if there weren't big trucks constantly pounding down there. Never mind the tree trimming and fence repairs. Many of the surrounding communities don't have weekly pickup in summer. Why can't we do that too? There must be a cost savings to doing that. Lastly, though there are many cynics out there, I think having people think about ways to save money and reducing waste etc is important. Keep it on people's mind all the time instead of becoming complacent about the way things are done. Encourage people to question and make suggestions. Keep up the momentum! Every little bit helps despite the huge shortfall. Maybe all the little things can save one person's job if you get my drift.
Anyone with a valid permit from the abilities council can come to city hall and purchase a holographic sticker for $20 (currently) This sticker allows those who purchased to park in a pay parking zone and not pay at the stations. They currently get 36 hr parking (bylaw changes are coming regarding this) They also get unlimited parking in the RPP's. There is no background check done with the abilities council to ensure that the permit does in fact belong to the person that purchased a sticker. The abuse is disheartening. The sales of this hologram are large. I propose that the price of the sticker be raised to $100 or more per year and that the time be capped at 3 - 4 hrs per day. I also would propose that city hall require and application form be filled out, ID be shown and the permit be sold ONLY after the information has been deemed correct.	This will cut down on abuse, it will ensure more people are actually having to pay for their parking and abide by the bylaw. The abilities council will also be happier as currently this has created an issue for them as well with permit abuse/fraud
Edmonton has a 2-tiered rate for downtown parking. During weekly business hours it is a higher rate than Saturday and Sunday. Consider lowering rate for non-peak times, extend cut-off times from 6pm to 9pm all days, and add in Sunday metering all at the at the lower non-peak rate	Additional general revenue.
Reduce the $5 Million operating grant paid to the Remai Modern gallery and challenge them to be more fiscally responsible. I.E. - Why have their operating costs/staffing levels been so high when there's been no building to operate? Can they operate using the other sponsorship/donation funds they've received from various governments/individuals/corporations?	Reduce City expenditures with no impact on service levels.
The Terry Fox Track should not be open during the summer season. Patron numbers are low and the city pays for a Cashier to be on site when it is open. The admission fees likely do not pay for the hourly wage. The Saskatoon Field House has their track open throughout the summer.	Save on staffing wages.
Revisit or delay $3 million funding to University of Saskatchewan for Merlis Belcher Rink	Cost savings/postponement
Revisit or delay the 0.55% for increased snow clearing	Cost savings
Place money from photo radar and red light cameras in general revenue and lobby Province for more power to implement photo radar	Cost savings/increase revenue

IDEA	OBJECTIVE
Additional taxation program for secondary suites – both legal and illegal suites	Increased revenue
Hotel/entertainment tax	
Expand the use of the Traffic Safety Reserve for things traffic related like, Traffic Noise Attenuation, Traffic signals etc. and then reduce the contributions to those reserves to capitalize on the significant amount of funds being generated from automated enforcement.	Reduction in transfers to reserves
We keep asking the province for more taxing powers and yet we have one that we don't use… the Amusement tax. Add an amount to each ticket sold at TCU Place, SaskTel Centre, sporting events, movie theatres, live theatre, outdoor concerts, etc.	Increased revenues.
- Biweekly garbage pick up with the option of triweekly - Stop or greatly ramp down any City-owned land development; refocus all effort on selling current assets - Emphasize and greatly focus on infill and raising property values (increase tax review) - Get out of the business of waste management: close city own landfill and contract out all services - Pursue and enter in more wastewater treatment partnerships with local communities (increase utility revenue) - Invest in more power generation opportunities to decrease reliance on Saskpower - Reduce the amount of bus routes in far out neighbourhoods - Sell large transit buses and replace them with smaller, more appropriately sized ones - cut back on OT - Invest in electric vehicles for certain business groups - Discontinue and/or reduce the role of V&E - Reduce overall energy consumption - implement a street clearing levy (or another utility charge) that corresponds to type of home and area (i.e. the larger the home, the more you pay; the more complicated the street is to clear, the more you pay; if you live in a condo or multi-res, you don't pay) - Sell naming rights to leisure centres - Recycle street sweepings - Implement charge at snow dumps - take advantage of more external funding opportunities (have a dedicated person to administer and coordinate internal groups to align with available funding opportunities, FCM for example) - consolidate staff to fewer buildings; sell or lease vacated assets	Reduce expenses, or increase tax or utility revenues.
Consider a salary review/freeze/claw back of a set percentage (e.g. 5%) for employees earning in excess of a set amount (e.g. $150,000)	Savings and leads by example re: fiscal responsibility/financial prudence
Charge households for volume of garbage instead of a flat rate	Savings (user pays)
Stop private sewer connection cleaning - Saskatoon is the only city that cleans sewer connections at no cost to the homeowner. This is normally done by private plumbing companies. The corporation should either discontinue this practice or charge homeowners a nominal fee.	There are significant savings to either eliminating the service or reallocating resources - or potential revenue earned by charging homeowners.

All Other 30 Day Challenge Ideas

IDEA	OBJECTIVE
The City should review the number of Supervisors and Managers and evaluate if there is need. The numbers will show that corporately the City is extremely "Top Heavy".	A Reduction in cost.
Office furniture - I have only started here but if you have old furniture/supplies that you don't need any more. Why not have a garage sale with the proceeds split between a charity and a rainy day fund?	Help the community and have money in a rainy day fund.
Review redundant service or department. Having departments providing the same service individually is not cost effective.	Reduction in cost.
Reduce number of redundant files kept by individual departments. Each department keeping similar or same file copies (Paper) is not effective or cost efficient.	Utilize a singular database for electronic filing that people may access when needed. This results in less time spent on filing, better and quicker access and the greatest accuracy of information. Cost effectiveness increases greatly through less waste.
Accurate and proper deployment of personnel. Do not have excess numbers of employees sent out to do a job easily handled by less.	Cost saving and better public image.
Stop printing the Leisure guide. Have patrons access the guide online.	This will save the cost of printing and the cost of delivering the guide to every household.
Focus expenditures based on needs rather than wants or perceived needs.	In difficult times it is sometimes more of what you spend rather than what you make. Focus on what is a true benefit for the city rather than image.
What about offering employees the option of taking up to 10 unpaid days in 2018 to reduce salaries costs? Similar to the 'Wallidays' concept in the Provincial sector where employees are required to take 9 unpaid days to save costs. I'm sure many would be happy to take this time to spend with their families.	An estimated 3,000 employees x 10 unpaid days = 30,000 days off of the payroll would be a significant and direct reduction in the budget.
1. Reduce discretionary capital spending (i.e.. spend less on road maintenance if condition is acceptable) 2. Turn Remai Art Gallery into a Joint Venture - would someone else invest in it/a portion of it? 3. Sell the new Remai Parkade - would a private company be willing to purchase, given future revenue streams? Parkades are great investments with great revenue potential (especially when downtown) and they're not a lot of work to maintain - an investment like this may be attractive to a private company.	1. Will reduce capital expenses without impacting big projects that we are tied into (ie. bridge projects, etc.) 2. Will provide a large cash injection...future revenues for the City would decrease, but so would expenses. 3. This would provide a large cash injection. The parkade is on the books for $19M at the end of December, 2016. If sold, would provide cash upfront, but future revenues would be lost. Would need to analyze how much future parking revenue we'd be losing by making a decision like this.
- Work from home - Encourage people to take time off with out compensation - Longer weekends (without compensation for the extra day off) - Sell old unused buildings such as the old Transit Main building	Lower operating budget.
I regards to saving money, I was very disappointed to learn that every City employee received a letter in the mail notifying them to check their email for the upcoming survey.	How much money was wasted on paper, ink, envelopes and stamps? I already had the email with the survey before I received the letter in the mail.
In a few words: Sell non-value add buildings that the City manages and partially maintains. Examples off the top are: Albert Community Center, Sutherland Hall and Cosmopolitan Citizens Centre (on 11th Street). I can understand why we would maintain ownership of the Marr Residence (heritage significance), but the examples above do not necessarily fit into the core functionalities of the City of Saskatoon. And if we do want to keep them, make them more into a true business venture. Currently they cost the citizens money (see Albert Community Centre), plus untold amount of man hours within city staff. (how many other buildings do we have that are not required for easements or core business functions).	Savings from actual funds required for supporting the building, plus time invested by internal staff for management. If we keep the buildings, translate into revenue generation entities.

Elimination of duplication - while there is a great deal of duplication in the city, the most obvious to me is the duplication of payroll and HR functions. Each individual department has a "payroll" clerk and the processes are exceptionally manual. It's also incredibly difficult and unpredictable where I, as a staff member, will find correct information on my vacation balances.	Positions will be mobilized for value-added activities, saving on software costs, maintaining proper data and eliminating the need to 'massage' data extensively when it is pulled from the respective systems.
Fire people for bad performance. I know it sounds cynical by my experience with the city is we do not fire people who demonstrate bad performance. We need to be less afraid of a grievance and begin to properly performance manage our staff.	It will engage those who are capable of performing, and eliminate those who are not. It will significantly improve engagement.
I think it is time, and I know this item has been discussed at City Council, to revisit the tax abatement for Prairieland Park. The initial intent is no longer applicable as they are in the convention business directly competing with other City owned venues and private venues, especially the sports bar. They are planning a huge expansion so they are obviously profitable.	Additional significant annual revenue and level playing field for convention business.
TCU Place has experienced several cost saving efforts in the last few years. Staff has been stretched so thin that it has become difficult to complete key objectives. While front line workers have seen hours reduced, seasonal layoffs and incentives taken away. The senior management has received higher compensation; their salary should be reduced.	A reduction in senior management compensation would lead to large savings for the City over the next 5 years. It would also help with the gender pay gap that is unfair and outdated.
I think the City would save significant dollars if we did more with tendering basic cleaning products. Examples would be glass cleaner, toilet bowl cleaners, neutral floor soaps, disinfectants etc. We are currently order products from numerous vendors with different sections paying different amounts. Some areas are paying for a Safety Data sheet registry that is not corporate wide and with every building ordering different products the cost to have every product in the registry is huge. If we could reduce the number of different products and reduce the amount of SDS's registered the cost saving would be great. Training staff who may move from one facility to another on the variety of products used at each site is time consuming and confusing for staff.	Efficiency in ordering finance would have less need to have various vendors listed. Cost savings in supply. Standardized products throughout the Organization. Less cost for safety data registry. Reduced cost for training. Disinfectants used should be the same if you worked at Fire, Police, or facilities: hospital grade (Oxivir or Virox or Accel a quick kill safe product).
Roadways applying crack sealer prior to winter would reduce the amount of potholes created in the spring.	reduced asphalt costs and vehicle damage
Don't give 3 million dollars to a sports group that will only benefit a small percentage of Saskatoon residents while the City gets no kickback. It also wasn't budgeted for.	3 million in savings.
Not giving in to last minute councillor requests without first examining costs associated with changes, including staff time. Example: revisions to tax reporting to differentiate between city and now imposed provincial taxes due to the removal of grants in lieu; or diverting snow clearing staff to various areas of the city based on councillor complaints rather than allowing staff to complete work in an efficient manner.	Cost savings and less frustration among staff.
Offer more LOA for those who want it, particularly in the Summer months (with no fear of losing the actual full time position) as long as work loads can still be achieved	A large monetary savings could be achieved
Offer early retirement pkgs	Monetary savings
Offer more part time positions; even temporarily	Monetary savings
It seems that the organization is quite top heavy; maybe we need to look at hiring more people who do the actual work and less management	Higher paying positions could be amalgamated realizing another large monetary saving

There is $7,000 waiting to be invoiced out to agencies who are using the brand, notifynow. The licensing agreement has been with solicitor's for a long period of time (I know they are busy...I don't want you to take this as a tattle-we just need to get this done). Also, the sponsorships to the notifynow program need to be priority as this program has the potential to bring in money. There are a few verbal/email sponsorship deals that are coming to an end soon and need to be renewed ($6,000) annually. I can provide you with all the players involved with notifynow and what the status is if you like.	Revenue and the prevention of the loss of revenue
Coordinate efforts for services - I personally witnessed my street first tarred where the roads meet the sidewalk, then new asphalt, then new sidewalks, the equipment for which destroyed the new asphalt. All in the same year. Had these activities been properly coordinated, it would have gone #3 then #2 with little need for #1. And the outcome would have been a nice new road.	Cost savings and improved optics.
The fee to use the parking app should not be a mill rate funded expense. This logically falls under what should be a user pay expenditure - if the customer chooses the convenience then they should pay for that, not the mill rate. People understand that and accept it. The user pay aspect should have been put in place when the product was launched as part of the initial design, as it is now more expensive to change the programming for the app and it is challenging for the public to accept paying for a service that was once free. This was a missed opportunity at launch, but it should be looked at on a go-forward basis. Budgeted expenditure for this is $60K.	Cost savings and is in alignment with what should be a user pay system vs. a cost that is funded by the mill rate.
Sweep roads - then paint the lane lines.	Lines on roads will stay on the street longer and we won't need to duplicate services.
Freeze or reduction to community grants (Youth Sport Subsidy, Cultural Participation Grant, Cash Grants, etc.). The City paid over $10 million in 2017 for Community investments/grants.	Potential opportunity to achieve some fiscal savings
It's not my idea-thank the Feds but I would be willing to take a mandatory unpaid day off to save money in wages-the biggest expense we have. I know Unions would not go for it but perhaps the people who want to make a difference this way could sign a waiver?	Saving money
EMO, effective June 2017, changed our process with regards to training courses here and have submitted an SSS entry. We are not printing any reference notes and placing them in binders nor printing badge style name tags (or any name tags) when we have courses here. We email the reference material to the student and they can bring a device to take notes if they want.	Approximate savings, for us, of $2,700 per year
This is longer term but it's been done in other cities where visits are lagging...this is about re-purposing the Saskatoon Field House into a designated Seniors' Facility - offer a Seniors' membership pass that includes transit, and make it into a wellness facility that encourages other business to join in, those that cater to senior health, rehabilitation programs, podiatry, diabetes care, nutrition, medical etc - a one stop dedicated centre of senior excellence... Transit must drop off in front of the field house, it does not at present, let's strengthen the road so it can handle the transit, build it and they will come.	demonstrate a corporate commitment to an important Age Friendly initiative for our greying population; increased users/revenue for the Field House; you could still use it for other sports related activities that generates admission, but it's about more revenue in the long-term, this could planned for the future...
add a childcare facility to City Hall	generate revenue

This was a previous suggestion. I think our Municipal Manual is WAY too long. There is too much reading for the citizen-they probably don't read it. I don't know if it is printed but if it is, it's too much to print. The departments also go rogue; it seems like everyone is slamming info in there in no order just to get it in. We should all be given 1-2 pages max I would suggest that we all show the same info in the same order, using same maps. (some people use maps and some don't). Your template for city reports to council was brilliant; I based this example somewhat on that. 1.DEPARTMENT NAME 2.VISION/MISSION/STRATEGIC GOAL 3.ADDRESS, HOURS OF OPERATION, PHONE 4.INSERT ORG CHART HERE (SHOWING STAFF #) 5.LIST STANDARDS AND/OR ACTS IN WHICH YOUR DEPT MUST COMPLY WITH. 6.MAP SHOWING WHATEVER IS PERTAINING TO THE DEPARTMENT (just like the first map in there, city wards) (LOCATION OF STATIONS, PLANTS, OFFICES, PARK locations with hectares…) THEN ALL DIVISIONS FOLLOW THIS: 7.DIVISION NAME 8.RESPONSIBLE FOR 9.LIST MAJOR ACTIVITIES, PROGRAMS, PROJECTS 1. 2. 3. 4. 5. 10.LIST STATS you want published IN CHART FORM	Citizens will see we are not just listing a bunch of info in here to show how busy we are. Key information about a department can be reflected on one page. Time will also be saved by following a template so we are not spending time listing whatever we want.
-Shut down computers at the end of the day. -Quit mailing the leisure guide to all residents. They can view on-line.	Save money.
Sell Lathey or George Ward pool or other recreational facility not generating enough dollars - create new residential infill development, sell lots...	New revenue stream
Determine a process to ensure there is a reconciliation of payroll budgeted costs to payroll ACTUAL costs	Doing so will ensure there is the correct allocation to all affected programs (mill rate and non-mill rate funded). Thus ensuring that the mill rate is not subsidizing any self balancing or utility programs and ALL cost centres are appropriately reflecting their payroll costs since staffing makes up a huge amount of our overall budgets. Currently no reconciliation of BUDGETED payroll costs to ACTUAL payroll costs, there is the potential for savings or at minimum appropriately allocated actual costs to allow cost centre owners to have better information for their forecasting.
Cut down on the maintenance services in the underground parkade at city hall - line painting, etc.	Small reduction in operating costs with minimal impact to staff - everyone knows where they are parking already
Voluntary days off unpaid. Being able to take additional time off throughout the year before using up your vacation or EDO's.	Similar to what was discussed at the provincial government level earlier in 2017 as a way to reduce spending. If full time staff take an optional 1 day or 1/2 day off per month it would reduce spending because you're not paying their wage.
The City of Saskatoon should take a pro-active approach towards employee sick time and minimize any abuse possibilities, the City would save an enormous amount of money.	I believe if there was a pro-active approach to employee sick time, the City would save an enormous amount of money.

I feel Saskatoon Police should REFUSE to respond to stolen vehicles if the owners left their keys in the vehicle. This is a radical idea, but too many Police resources are spent chasing after stolen vehicles, and often this can be a dangerous situation for public and officers. If this was implemented and advertised I BET the public would change their behaviour very quickly. We need to rely on citizens to be part of the solution for crime prevention. Taxpayers should not have to pay for other's careless ownership practices. p.s., The Manchester (UK) Police, when faced with a significant budget cut informed the public that they would no longer respond to stolen car reports for a certain make of Mercedes that was very easy to steal. This quickly changed consumer behaviour and decreased costs and demand on police resources.	Save money, decrease demands on police officers, increase public safety, decrease opportunities for felons to use stolen vehicles for future crimes, empower citizens to be proactive and active in crime prevention, expect responsibility of the citizenry, acknowledge that the public is an essential part of community policing too.
Expropriate Sask Power, Sask Energy holdings and provincial buildings in the City of Saskatoon in lieu of grants-in-lieu. We collect from tax scofflaws by collecting on their owned properties in lieu of taxes. . .	Retribution for bad fiscal management at the provincial level and for arrogance in trying to dictate how municipalities should deal with the cuts to the provincial grants in lieu.
AGS - why not get sponsorship, like " the teachers credit union" or " SaskTel center " . AGS could be the "West Jet " art gallery. Or something similar.	Money
Civic buildings like City Hall are often kept too cold in the summer months. I have noticed staff wearing heavy jackets and sweaters and even operating space heaters in the summer months to compensate for the air conditioning. I understand that everyone has their own preferred office temperature, but it does appear that we have overshot on the cold side a bit. Turning up the air conditioning temperature even a few degrees could help lower the electrical costs of operating our buildings.	Financial savings through reduced electrical costs of operating air conditioning at the current temperature
What is the operational requirement for having two individuals in a vehicle for green bin pickups?	Reduce staffing cost.
Have all garbage, recycle and green bin pickups on one side of the street, rather than doubling back on each Street, Crescent, etc.	Greenhouse gases, vehicle costs, possible time savings
In the past few years we have been selling off a valuable resource. Rock, is the valuable resource which has been in abundance within our subdivisions in the northeast end of the city. The rock is then purchased by private contractors and removed from stockpiles within the subdivisions. The awarded contractor then crushes the rock to sell to others including ourselves, which we originally owned, to place in our various water and sewer and roadways contracts as a drainage layer as well as a stabilization for weak subgrade. This rock is trucked out to far out locations and crushed. It is then trucked back in to the location where needed. The fuel cost alone involved in hauling, plus the environmental factor and the cost borne by the contractor to purchase the rock is then passed on down to ourselves when awarding the contracts.	We could keep the rock and have a private contractor crush the rock for ourselves. We could then provide the rock to our contractors for the cost of placing within our projects. We could crush at a designated location within or near the subdivision and stockpile. This would make it readily available. At present, we are basically buying back which was the City's in the first place. Crushed rock can go as high as $50.00/tonne and many contractors are hauling it in from far off locations. The rock alone without crushing, can also be sold for barriers and landscaping projects. Years back we did stockpile the rock at a location off Central Ave. This, again, was recently sold off to a private contractor which in turn was sold back to us through various projects. We have changed our roadway structures for the most part, to use sub base as a drainage layer with increased structure. This does take some of the demand and reduce the cost from using crushed rock. However, there are many situations where it is needed. Rock will continue to go up in value and I feel that it is in the City's best interest to have it in inventory.
The simplest way to grow our revenue is to grow our City. At the core of the City's plans for growth is the creation of a world-class transit system, that will drive economic development along our corridors and incentivize people to live near where they work. It's no secret that our current transit system is broken, and at the heart of it is poor transit service delivery. My idea is to outsource the service delivery component of the City's transit function. I think it's critical that the City retain ownership of the assets.	Fully outsourcing transit service delivery accomplishes a number of things; - Reset Culture. As part of the outsource, the City would terminate all of the existing unionized employees. Part of the outsourcing agreement would be the development of a rigorous re-integration / re-training program. Current transit employees would have a preferential advantage to apply for the new transit jobs, conditional on them meeting the newly set requirements for service delivery. Part of the new expectations needs to be a culture change to help transit become a valued part of our City. - Cost Savings. By outsourcing to a third party, we could put incentives and penalties on our transit service delivery. At the end of each month we could fine the service provider for inconsistent delivery, or we could give performance bonuses to employees that help create the desired culture we are looking for.

I think part of this challenge should include a city-wide discussion with our residents. I think we could adopt a posture of humility, and tell the public that we need their help solving this problem. Fundamentally I think people are experts in their own right, and there's a lot of power in bringing a community around a complex problem. Let's give the public an opportunity to fully engage in helping us identify solutions. I think for a reasonable cost we could get a world-class engagement firm to help us facilitate this conversation resulting in cost savings across the board.	Let the public weigh in on the things they feel they are willing to lose in order to keep taxes low. Because quite frankly most of us don't have a lot of extra cash laying around to throw at increased property taxes.
Review the level of Secretarial support for T&U Directors. This department is unique in that most directors have a dedicated secretary allocated to them; this is not the case in other departments where these services are provided on a pooled basis. This may be a carry-over from the old days where more typing was required; this is no longer the case. Look at what can be improved in the way the Directors work to decrease their reliance on admin support. Somehow other departments have figured this out.	Staff savings; efficiencies.
Any reorganization at this point should be cost neutral; we can't justify increasing our staffing costs when other levels of government are reducing. For example, the cost of the reorganization of HR should be looked at - are all those section manager positions created from the elimination of lower level positions? Is it reasonable to have two directors?	Creating an efficient organization that starts at the top.
Implement city wide green cart program	Increase program efficiency and experience economies of scale while increasing revenues and encouraging waste diversion
I formerly worked at the City of Surrey, where we piloted a number of economic development zones. I propose that the City, partner with SREDA, the University and the Chamber to create a number of very strategic EDZs to create employment opportunities, attract new business, and kick-off benefit for the City's strategic goals. The key to the success of these EDZs will be to cast the net wide - advertise nationally, strategically go after anchor companies we want to relocate and be ruthless about ensuring quality partners. As an initial EDZ, the City could work with the Growth Plan Implementation Advisory Committee to identify a strategic underutilized property or land that is in proximity to one of our future growth corridors (transit access / future corridor development), then create an EDZ for automation / technology start-ups. We set up a significant business incentive, something like free rent for 5 years, in exchange for two things... -companies would have to apply, and be vetted by leaders in the local business community... -the companies would need to be specifically focused on efficiency / process automation improvements -finally, one of the requirements of the contract will be the delivery of one efficiency solution / automation improvement for the City's use by the end of the incentive period The model of EDZs could be carried forward to other areas... we could arguably create a health corridor, try to get doctors / dentists / medical imagery etc. to relocate together to create efficiency for patients and critical mass to drive competition to ensure quality service, while supporting our healthcare services at a provincial level by taking some of the strain off our hospitals (i.e. having clinics in close proximity to emergency rooms etc.). Alternatively, an EDZ that Surrey found quite effective was to create a green energy EDZ. Here in Saskatoon we could arguably create an EDZ around solar power, and try to get some innovation / employment opportunities running for the City while advancing our sustainability goals.	It will potentially attract new business (grow the corporate tax base), incentivize local business / local employment, deliver solutions at low cost that the City can use to improve its processes.
The City should not offer fitness facilities (i.e. equipment exercise rooms) effective immediately in various civic facilities due to the intense pricing competition within the private sector.	Terminating replacement reserves for exercise equipment and re-allocating those dollars to reducing the mill rate. Potential to lease out these facilities to generate additional revenue for the City.

End commercial garbage collection or revamp program.	Revenues in commercial garbage collection to continue to decline while we have to continue carrying the resources to earn minimal revenue. Competition in the industry is sufficient to handle the needs of our city. It has been made clear that to gain back some lost customers our program would have to be revamped as they feel there is a lack of customer service (pickup times available etc)
Digitally submit all journal entries and contract payments.	These two items are a huge waste of paper in all the copies that are made and are difficult to find if you need to review information
Push an ERP - as a growing organization we need one financial and asset management system that can cover all needs.	Reduce inefficiencies of using various systems as well as opportunities for error. Ambiguity costs money.
Having too many priorities ensures that you have no priorities. I would recommend that Council re-evaluate their strategic priorities, pick three and only invest in getting those priorities to an exceptional level. Rally the whole organization around those. Form cross-functional administration and council teams with citizen representation to drive the implementation. Maybe start with priorities that result in cost-savings. Only once they're achieved to an acceptable level to we broaden our scope to look at other priorities.	Give the organization purpose, rally the troops around a couple specific causes, and ensure that we actually accomplish them with excellence.
Create a business license for rental property. Use the money collected to offset business license expenses and programs like the Crime Free Multi-Housing program offered by Police. There are over 800 rental apartments with about 10,000 suites and about 10000 additional rental suites, houses and duplexes. Negotiate with provincial government to be recognized (similar to Sask. Landlord's Association) so landlords can provide rent increases in shorter time frame if they have an up-to-date business license. This has been a cash boon for the SLA.	Regulate an industry that is receiving additional services from the city and provide better quality rental accommodation. Shut down rental businesses that are not up to a determined standard.
Fees for frequent users of emergency services for nuisance calls, imposed once threshold is reached and interventions have been ignored. One business accumulated thousands of calls in a year from ambulance, police and fire. This is not a service we should provide - "proxy management by emergency service". New Westminster is a good example of this change in policy and has resulted in less demand on emergency services.	The threat of a fee and active monitoring by staff may be sufficient to discourage bad business practices that result in an excessive load on emergency services. Fees are not a revenue generating plan, but making better use of our emergency services is the goal to alleviate the need for current service levels and continually increasing resource requests.
Provide a "wall week" option to staff - taking one week of unpaid leave/year.	Remind people who created the problem and provide opportunity for staff to voluntarily protest the poor fiscal management of the provincial government.

Minimize the number of cashier stations at various civic locations.	Hopefully migrate citizens to more cost-effective means of payment (i.e. on-line banking, direct debit, etc.). Banking charges for electronic payment are significantly less than than cheques/cash. BANK CHARGES PER TRANSACTION 2016 Average MonthlyAverage MonthlyAverage Transaction CostTransactionsCost Pre-Authorized Payments - Utilities$961.0514,814$0.065 Pre-Authorized Payments - Property Taxes$2,380.5445,929$0.052 Payment Distribution Service - Payroll$530.7310,496$0.051 Payment Distribution Service - Accounts Payable$197.902,132$0.093 EDI Payments Received - Utilities/Prop Taxes$2,154.3347,597$0.045 ** All-in-cost - includes file transfer charge, reporting, per transaction charge, returned items charge, online payment maintenance
Provide or find opportunities for Fire Department to bill some groups, organizations, companies for the services we provide.	SFD will generate some revenue and cost recovery funds to put toward our budget.
I strongly believe the 'Multi-Unit Dwelling Metal Waste Bin Grant' needs to be revised. The administrative costs associated with this paper based system is extremely high. Last year the program paid out a total of $224,120. Using my old condo address, the fixed $8 per unit was 30% of the $26.38 charged for the Garbage & Handling portion of Property Taxes. Due to the percentage based structure of Property Taxes, but with the $8 fixed cost for the bin grant, this ratio can be even higher. I understand that condominiums have to pay for the purchase and maintenance of their own bins. However, they are not exactly reduced to the 100 Gallon limit that single family houses are. My suggestion is reducing the Garbage & Handling portion of the "Assessment Class: Condominium". This would be best reduced as a fixed percentage of say, 10-15%. This can even be shown as a separate line item on the property tax bill as 'Multi-Unit Dwelling Metal Waste Bin Rebate'. The tax rebate goes directly to the tax payer. For the condo example I used early, that specific complex received $2,368 for 296 units. Currently, a cheque is mailed to either the Property Manager or Complex Property Owner. There would be a small gap in the condo corporation funding but with the talk of Waste as a Utility and Waste Diversion, accountability would be passed on to the Condo Corporations and Property Owners within their respective complexes to reduce waste levels as a whole. This also creates transparency on how the bin grants are used. Knowing the change, whomever was receiving the original payment could then increase the condominium fees by the same percentage if they choose. This is even more prevalent after the first few years a complex once all the bins have been purchased.	Reduced Bin Grant Payments of approximately $100,000. Reduce Administrative costs by over $10,000, and free up time for savings elsewhere. Reduce condo waste and provide an incentive for diversion, further reducing tonnages at our landfill. Create transparency between individual property owners and condo corporation spending.
I think all departments should be told to reduce their respective budgets by 3.5%.	This will force out the ideas, make it fair for all departments, in some cases flush out access money in the budget and spread the "pain" across programs.
Make water utility the responsibility of the property owners and not the tenants.	Many of our missed and uncollectable revenues come from unpaid water utility. But putting the utility into the owner's name, any unpaid portion can be more easily transferred to the property taxes.

Start charging for bill reprints.	This will reduce the amount of time spent on recreating bills for individuals AND organizations that rely on us to provide them with back up documentation. This will also reduce the amount of resources spent on recreating these documents. Financial institutions, credit card companies, and various other organizations do this. We already do this for property tax searches and tax certificates.
Numerous customer, internal and external, have decided to contract their garbage collection externally. One of the biggest factors is because we don't supply metal bins. I think a feasibility study should be done to see whether or not it is worth it to aggressively promote our garbage collection service. This is more important with internal customers. Many departments have chosen other service providers. Money being spent externally when the City provides the service is essentially wasting the tax payer's money. Instead of money being spent internally, the shortfall comes from taxes.	Increase revenue
Consider rebates for garbage collection rather than paying for the services. Easier to count how many time we didn't pick up garbage than it is to weigh it. If it is going to get billed like a utility, then just like water, it should be the responsibility of the owner, not the tenant.	If we charge for weight, we will still have to pick up 1/2 full, 1/4 full cans. By offering a rebate for NOT collecting a garbage can, then we will only be picking up full cans, which will reduce operational costs. This will also prevent neighbors from dumping their garbage into other people's cans (because they will be full), and everyone loves to get a rebate on their taxes (or utilities) at year end. We will still have all of those revenues to work with until rebate time.
Upgrade and integrate our databases to make them more paperless friendly. For example, TIPPS applications; paper copies are created so we can collect a signature, then those copies are scanned and then shredded. This happens for Direct Deposits, tax transfer requests, bill payments, etc. This is a lot of paper that we go through and a lot of administrative expense scanning and shredding this paper.	if we installed digital signature pads at the locations where we required signed authorizations, we could save money on resources and administration costs as all of that information would automatically be scanned and stored.
Eliminate or significantly reduce department organizations & name changes. These changes are not cost neutral. There are costs to HR, IT, and the Division itself who will be less productive as they adjust to their new structure. At times, these are done for political reasons which make no logical sense. Collective Bargaining, Analytics, Employee Experience and Strategy? It's ALL HR. Service Saskatoon? An extension of external engagement as part of Communications.	A minimum of 300 hours of effort from IT resources goes into each renaming/reorg.
Rent out the parking stalls on the parcel of land that is located on 3rd and 23rd Street. The lot is always empty.	Income
Improve collaboration for shared services with boards and commissions. The Library and Police have full duplication of IT services, and many other functions. While they are governed by a board and commission, there are economies of scale in establishing a shared services model for all common services (IT, HR, Communications, etc).	Cost savings due to lack of duplication.
Reduce the amount of money spent on all culturally sponsored events, either temporarily or permanently.	As much as I believe in developing our involvement in the community, we must focus on operating the City first. We tell citizens that paying their bills are a priority over luxury expenses, time we did the same. There are a lot of large companies out there just itching to sponsor events.
Removal of the Agency of record and implementation of a standard three quote process.	Significant cost savings and less burden on staff time. The agency requires much babysitting to keep on track.
Sell of the Terry Fox Track	Cost savings.
Revise the Cities Act to remove the requirement for booking City Page ads in the StarPhoenix	Cost and environmental savings.
Recently saw a Facebook post from a friend showing a picture of his newly paved street that was being street swept for no reason, and was actually left with more debris and dirt after it was 'cleaned'.	Save $ sweeping streets that don't need to be.
Eliminate the council tradeshow.	Cost savings every election period, and valuable staff time.
Quit printing 100,000 Leisure Guides three times a year. Most people don't even look at them, and the ones that do know how to find it online now. For the few that can't find it online, make it so people can request to get one mailed to them.	This will save ~1 Million in costs per year

I am a resident of Evergreen and last year the city swept our streets and then replaced a bunch of sections of sidewalk that had hairline cracks and then had to come back and street sweep again. The city should be prioritizing sidewalk repairs to areas that 'actually' need them and are safety hazards. There was absolutely no need for the sidewalks to be repaired in our neighbourhood and seemed like a huge waste of money and created a mess.	Prioritize sidewalk repairs, save $, reduce safety hazards.
Supplier consolidation for MRO (Maintenance, Repair, Operation) supplies, including consumables, across Division and Departments - to include electronic inventory solutions provided by the successful proponent.	1. Reduced purchase costs 2. Reduced procurement and supplier management costs 3. Increased procurement efficiencies 4. Increased compliance with established standards (regulatory, administrative) 5. Reduced people time for inventory management 6. Simplification and standardization of specifications (continuous improvement) 7. Supplier support for localization, sustainability and innovation
Telecommuting from home for some employees is possible.	Would reduce the space needed at City offices. Perhaps some real estate could then be sold off and/or leases terminated.
Close City Hall cafeteria. Have vending machines located throughout City Hall as replacement.	Re-fit as office space and relocate staff from leased offices. Terminate those leases.
Set a standard for playgrounds that is achievable; the current "playground" envy and elaborate play equipment requested seems to grow exponentially each year. Better to have some more "natural" environments instead of one park with a play structure in each corner/schoolyard - the park across the street from my house has a small hill that kids slide down in winter and roll down in the summer. They seem to have fun doing it. I'm not suggesting that there shouldn't be playground climbers and swings etc.; just that some spots with rocks to climb on, trees to swing on, and hills and grass to roll on can be just as fun/useful as $400,000 play structures. Also the squishy black playground surfaces seem unnecessary - trendy and expensive and hot in the summer. I appreciate that dirt can get muddy but ground cover could alleviate that and be more environmentally friendly (not to mention cooler on the toes).	It would provide more interesting, imaginative, and natural play areas and save $$$.
We can reduce the number of cleaners at the police station. I find them hiding throughout the station constantly.	reduced wages and therefore savings.
At the service we have a large amount of dta (duty to accommodate). A large percentage are accommodated due to family scheduling issues and other issues. While I realize some approx. 25% are truly in need of a dta spot we need to address the large amount of dta's so that we are able to more adequately fill patrol spots.	A increase in members off of dta's would allow patrol to see a reduced workload and less burnout . We could place members that are still on dta's at the front desk with one armed member to increase the efficiency of the front desk and reduce / eliminate lineups . as well members working the front desk could work files and reduce the workload of patrol again reducing patrol burnout . Overall effect would increase moral at the service as we would see more of our members actively contributing and not offloading the work onto other members.
Create a fund/credit system that would allow members to purchase better quality gear within certain specs.	The idea is two prong , one establish a equipment committee that has members that are still active on patrol or have significant experience in the outdoors to evaluate and choose a selection of gear . two - allow members more flexibility (outside of the actual uniform) so items like socks gloves boots toques could be purchased by the members of a higher quality and provide more comfort to the members working out in the environment . With better quality gear and a credit system members could save the credits to buy more expensive items and look after them so that they last longer ultimately saving money and again creating a better environment for members.
Connect new spray pad drains to the storm sewer instead of the sanitary sewer system.	Spray pads use a horrendous amount of water that goes right down the drain. The newer spray pads have their drains connected to the sanitary system which then means this water is treated before it goes back into the river. I assume there is a higher cost to treating and maintaining the waste water in the sanitary system than the storm system.

Increase purchasing limits.	I know this sounds counter intuitive but we spend thousands of dollars putting out proposals and tendering work, when we could use our knowledge, experience and expertise (that you pay us good money to have) to find a good supplier at a reasonable price to do the work. I have seen over $5000 in City workers time spent to secure $8000 worth of work. The more rules we have around spending the more it costs, especially with the smaller work $20,000.
Make all meeting rooms in the City (excludes Committee Rooms A, B, E) available in Outlook and bookable by the person needing a room versus current state where many meeting rooms need to be booked by a specific Admin person.	Less time spent trying to determine who to contact to book a meeting room, less time spent communicating with the person and relaying dates/times = faster booking time.
Install iPods in locations for field staff to log daily time versus current process for many employees in the city needing to enter time on a paper timesheet which then gets entered into a program (Excel) or system to then be transferred to Smart Stream/Pay Office	Elimination of paper timesheets therefore resulting in quicker and more accurate time entry, and the elimination of keying in manual timesheets into a program (Excel) or system = more accurate and timely flow of data for employee pay.
Market zoo poo as a compost product available for purchase by citizens/business	Revenue generation
Crash a project with resources to scan paper documents into electronic records and create a policy that requires documents be stored electronically (where legislation allows)	Reduce the annual $100,000 fee the City pays to Crown Enterprises for storage of records/papers/documents
Create a program similar to the City of Calgary's "Cut the Red Tape" program which looks at eliminating steps in a process that are waste. An example of this is to cut the cycle/processing time of a permit application from, say, 3-4 weeks to 3-4 days then charge more for the permit. Developers/builders/contractors would probably pay more for a quicker service.	Reduction in administrative time spent on approvals, processing paper, transportation of documents, lost documentation... increased citizen/customer satisfaction, increased reputation of City/staff, increased response times.
Eliminate telephone landlines for city staff that have a corporate cell phone or cell phone that is reimbursed by the City.	Reduced cost for the many landlines the City has.
Eliminate the chair demo program and instead purchase chairs in bulk. When first hired with the City I was shocked to learn that I could attend a chair demo, which required me to drive to some other location from my downtown work location, to spend an hour sitting in and trying out new chairs which ranged from $800-1500. Oh, and get rid of the option to customize the fabric of the chair.	Reduced cost purchasing 1-2 different types of chairs in bulk versus up to $1,500 chairs... and with custom fabric/design.
Would make sense to have a bunch of the cities outdoor pools/splash pad/paddling pools closed next summer. it's very costly to get up and running and maintain for such a short time.	cut costs for the year
Turn paddling pools into spray pads in order to allow for non-staffed times. Then reduce the programming to only certain locations/days.	It will cost initially but save in water and staffing costs, as well as significantly improve citizen experience.
Print things in house. We have a state of the art printing center downstairs yet Communications outsources the majority of printing.	Cost savings
In lieu of a salary increase, offer different things in each contract, which actually align them identically for: Health Benefits, Vacation/Sick Leave & add "Family Leave" up to 3 days. It's win-win because the next cost is not that much, but the employee engagement will be high	For Health Benefits, if they are perfectly aligned across unions, we will have far better bargaining power to save plan costs.
Keep this ideas process going moving forward, but maybe add an incentive... do a quarterly prize draw and get some decent prizes.	Well if you get a $25,000 cost savings, use some of the money to buy an iPad (or something like that) that the owner of the idea could win if their idea is picked.
We currently have a facility supervisor position posted as a temporary position for 12 months starting sometime in August. This is due to a leave request that was approved. I would suggest that we don't fill this current position for this term. I believe that within the current resources we have the work should be able to be completed. Maybe we could consider team leaders within the site administrator work group to assist these staff.	It would give time to review the need for this position long term and allow us to look at other leadership models. It will also save approximately $80, 000 between 2017 and 2018.
We may want to consider reducing our hours of operation at the leisure centres. There are times at some facilities that we are paying for a cashier, rec worker and custodian when we have very few customers in the building. Examples of this could be 9-10pm Mon-Thursday or some weekend evenings.	This would provide significant cost savings while impacting very few customers.

We have many managers who receive a flat car allowance payment each month. Many of our other employees through out the corporation only receive casual car allowance for meetings or go from one location to another.	The savings for this could be about $3000 per employee.
Create a bylaw requiring any establishment capable of holding more than 100 persons and having a liquor license to hire special duty officers .	Reduce the amount of strain on the service and put the expense back on the establishment owners who are making the profit and creating a problem by overserving . The special duty officers would deal with the problems associated with the bars and reduce workload to the patrol officers
Offer an early retirement package to experienced ESA, SCMMA and unionized staff who meet this criteria: Employed by the City for a minimum of 30 years, and whose age and service adds up to 85 - similar to the offer extended by the U of S to their CUPE Local 1975 employees.	This would provide an opportunity for the City to restructure and streamline all work groups for the future.
Payroll. I currently sign in everyday and fill out leave reports. Other sections don't.	Is other sections that are paperless move cost effective?
Obtain benefits from City's additional $3 million contribution to U of S new rink, these can include: 1. more ice hours for citizens (1200-1500 hours/year is the current agreement in exchange for the original $1 million) 2. New Rink to host (free to the City or at cost +10% or similar) a portion of City events, such as employee recognition events, safety events, NAOSH week, trades/operators quarterly meetings, leadership forums, 5/10/15...etc. year awards, family skate events. 3. new rink to provide meeting room space and offices for City staff 4. U of S provide to the City free tickets for events hosted by new rink to be raffled or given as prizes to City staff.	Increase morale, increased benefit to public and staff, hard cost savings in event cost savings, additional meeting room space and offices - decrease need to lease or purchase new real estate or rent non City meeting rooms.
This might be a duplicate: Green bins for all households. I don't believe they can be used all year round. Charge a monthly cost on residential utility bills vs the one time fee. Truck is already on route but would stop at every house as recycling and garbage. My green bin and recycling are full for the two week pick up schedule. We could use an extra pick up at Christmas. Our garbage might be 3/4 full once a month.	Landfill costs
Utility Deposits. All customers should be charged a deposit (except those on assistance). Currently if you have never had a utility services with the City the deposit is waived. Other cities require you provide a credit reference letter. Once a customer has a two year good credit history the deposit is waived or returned. A current utility bill is approximately $320 and a deposit is $400	The amount of uncollected monies would be significantly lower if we had deposits for those customers who close accounts without paying the final bill or those who fall into arrears and we are in the disconnection process.
I find a lot of the older toilets in city hall with a manual flush keep flushing water for a very long time. Sometimes they flush water to the point that the toilet bowl will overflow. I have reported this to maintenance personally few times. Taking a look at these toilets and fixing them would help costs.	Reduced water usage and reduced water bill. Environment friendly.

Many studies have shown that plain language positively affects the bottom line for diverse departments: Saving time, personnel resources, and money. Communicate in Plain Language in ALL interactions with the public and staff including: * forms you need them to fill out * bills they need to pay * public meetings - especially public input meetings! * website updates * PSAs ; and * instructions, forms and work orders for administration and contract staff.	With clear communication there is less chance that documents and instructions will be misunderstood, so you spend less time explaining things to people. We need to find out what questions our 'front line staff' are asked repeatedly by frustrated citizens, and then address this confusion by editing the forms/written material and instructions. We spend a lot of time and money sharing information with the public, but often we use communication that is filled with jargon and technical terms the general public does not (easily) understand. At public input meetings we expect highly-paid technical staff to interpret and explain our message boards to a frustrated citizenry, many of whom may already be feeling nervous about change. If the tone, literacy level and terminology is more accessible, this process will be more efficient and positive for everyone. With plain language we will give more transparent service to our citizens, making them less frustrated, and significantly happier. This will make them easier to work for, which will in turn increase the job satisfaction, (and staff retention), for the administration. We need to understand and act on the fact that 4/10 Canadian adults have lower literacy skills. We also need to respect the diversity of our residents, who include many New Canadians with limited English language skills. We need to ask managers, workers and temporary staff, where miscommunication has recently occurred and/or regularly does occur. We can then take a 'plain language lens' and quickly analyse why the misunderstandings happen. We can request their tips to avoid costly misunderstanding in the future. (A clearly written, anonymous survey can accomplish this in a timely manner.) I would like to propose a brief, engaging plain language tutorial be shared at the bi-annual Managers' meetings hosted by Mr. Totland. We also need to speak to front line staff and ask them what currently confuses the public, and then do some editing to make things clearer. Again, an anonymous survey to civic staff could help determine how to address workplace misunderstandings. I'll be bold and suggest that you consider myself as someone to work on this! I have worked for the City of Saskatoon for almost 12 years, and liaised effectively and diplomatically with staff in all departments and with the public. Prior to this, I was a professional plain language editor, writer and consultant, an adult educator and an University of Saskatchewan lecturer. Second me for a bit of time to address your plain language needs, and I am certain that this will save money, while also meeting our strategic goals of transparent and responsive civic government. Thank you for considering this.
Have more red cross swimming classes at leisure centres. I find there are very few slots and they get filled in the first two days after the season starts. Many kids would like to register for these classes and would increase the revenue.	Increased revenue, increased use of facilities
Create an app similar to report-a-pothole so that residents can report problem drainage areas. Supervisors could verify these concerns on a tablet.	This solution benefits residents who prefer to use online tools, creates less work for CSRs and there will be less time wasted for Supervisors.
To purchase a 3D load volume scanner system which, with proper density data will show the driver the net weight of their truck's load.	Being certain of load weights will save operators from being issued tickets, as well as save on road infrastructure and equipment wear and tear from overloading.
For Parks to obtain a slope-pro remote control mower, which can mow up to 50 degree slopes.	In addition to resolving a safety concern this will also greatly reduce the amount of man hours required to cut grass, improving productivity.

To be able to have property owners in billing for the utilities, namely water, for revenue properties or multi-unit dwellings (rooming homes, legal suites, etc.). Currently other utility providers have requested that the owners stay in billing for multi-unit dwellings.	This directive would ensure that we would be getting paid for the usage at that residence. In situations where the tenants are clients of the Ministry of Social Services, payment is directed to the owner who would then pay for the utility bill. In other situations, the owner would include that amount as part of the rent and would be aware of the usage in the event that there is a leak. The owners, pursuant to The Cities Act are responsible for water usage on a property. We were able to recover some of the consumed utilities by sending out registered letters to the tenants and owners pursuant to the requirements of the Act which, in the event of non-payment on the account within 30 days the water portion of the bill would be applied to the owner's property taxes. This resulted in recovery of monies that was previously would have been unrecoverable. This practice has been utilised in other municipalities since 2014. We did notice that numerous owners began taking their tenants out of billing even though they still resided at the property in order to avoid the transfer of the unpaid amount to their taxes. They also would just move the tenant to an alternate property they owned as the process would have to start all over.
Increase various fees that haven't been increased for some time, to at least cover the cost of the service (staff and labour time). Examples, block party fee $10 for staff/labour/truck to deliver and pick-up barricades from all over the city and admin time to organize; residential assessment appeal fee $30 for admin and staff time to prepare for hearings, etc.; and likely many others that have not been looked at in many years. Bonus - these are also not the typical high profile fees such as parking that make the StarPhoenix each time it goes up.	Increasing such fees will recoup staff and labour time.
Provide a small web team to be able to update the website quickly and efficiently.	Provide fast turn around on the web - up to date information, consistent language and properly formatted. This will reduce the number of man hours required to update a page, reading training notes. Most staff do not have the skills, nor time to updated pages based on style-guide and best practices.
Increase budget to fix Roads; equipment & manpower Other municipalities have 5-to-10 times the # of graders, etc.	This will make the public more aware of the 2018 budget issues and more open to a 6% tax hike

Cut fuel costs	The City consumes 8.3 million liters of fuel from 23 fueling stations with 1300 vehicles. (2016 stat) Using an average corporate rate of $.60 X 8.3 million liters = $4.98 million At the average for a Ford F150 in the City is 20 miles/gallon Ford Explorer (City Police) 16 miles/Gallon. This does not take into account the extra weight for the add-ons, so it would actually be considerably lower. Average City Transit bus takes 200 liters of fuel every single day. While Winnipeg now has 4 Electric buses with possible more in the future. Vancouver already has electric buses and have purchased 4 more to add to there fleet. This is similar to the ones in York Region and Brampton in Ontario. The three projects are coordinated by the Canadian Urban Transit Research and Innovation Consortium (CUTRIC), a green transportation group. There are actually quite a few F250 in V&E fleet which use even more fuel that carry around nothing more than a driver and garbage bags. These few examples show the complete waste of fuel. My idea is modeled after the Cities in Europe that actually have to pay attention to fuel economy as it is absurd, the price of fuel there. Example : Germany uses Opel, BMW and Audi with smaller 4 cylinder cars. London also use BMW and Audi. Most European countries use diesel engines because of the reliability and superior fuel economy. By converting many of the City owned vehicles to smaller, more fuel efficient and/or hybrids the City could save at least the required amount. Auctioning off the large vehicles would recoup some of the cost, but it would probably make more sense that going forward from this moment on, contract to buy as fuel efficient vehicles as possible. It would also set an example with the general public that the City is serious about cost savings while going greener while helping out with the Carbon Tax cost.
Get rid of sidewalk crack counters	Not paying people to count cracks on the same sidewalk for weeks.
Have the Police non-CUPE civilian pay grades align with the applicable SCMMA or ESA pay grades. Currently the positions such as HR Manager & Consultant and Finance positions are typically paid at a higher level than comparable positions throughout the rest of the City. Their salaries are determined by the Police Board, and they have a responsibility to keep costs in line with the rest of the City and not inflate salaries just because they can.	Correct an historical inequity and cost savings.
Leisure Centres - adding a limited 'gift shop' type vibe where patrons could purchase goggles, little swimmers, swim caps, locks (combination or key locks) that patrons can use on lockers. Not an expansive variety, but just limited items that patrons can have access to. (currently at most facilities little swimmers are given away for free if a patron doesn't have one)	This would increase revenue by profiting off of sold items. (Decrease some expense by not purchasing swimmers to be given away).
Utilize internal staff between various departments before hiring external. Example: Drafting Technician. Not all departments have their own drafting tech but if they need the service, try other departments to see if they have staff available to do the work first. Don't complain other department's charge out rate is too high, City does offer better compensation than small-medium size companies but maximizing internal capacity can save money for the corporation as a whole. Let's forget about your own budget in your area for a second and think about a bigger picture.	Maximize the use of internal human resources and saving costs.
Shorten some bus routes operation hours. Not sure how many times I saw an empty bus passed by my house after 10pm. Collect data on number of riders after 9pm or 10 pm for bus routes including Saturday and Sunday services. Transit can create an on-demand service by using the same concept of Access Transit (but not point-to-point) for a larger area (.e.g. NE: Silverspring/Willowgrove/Evergreen/Erindale/Forest Grove/Arbor Creek/Sutherland) to accommodate the need of public who rely on transit services to and from work.	Reduce operating costs, less overtime.
Create online purchase req forms (instead of the paper forms)	It will increase staff efficiency and reduce wasted time filling out forms by hand
Eliminate the free parking passes for MLAs and MPs. Why do we even allow that?	It will save money.

Evaluate long term staffers and offer early retirement packages.	Removes deadwood and save money in the long run
Do event bookings of Civic Square through Allocations and not Comms Branch.	It will increase efficiency, as Allocations has the processes to deal better with such inquiries. And it reduces event overlaps, conflict of timing, etc.
Council has said to Administration to reduce OT, reduce the use of consultants, and have no new FTEs--yet they expect us to be innovative, do new programs, do more in-house, and to chase pointless Councillor inquiries--all with the same staff quota. That is unreasonable and unsustainable. Council also expects Admin to change a program based on only one complaint from a citizen, or triggers yet another admin report--because of one person!!!. Someone needs to be firm but fair and tell council we can't do it all.	It will increase efficiency, reduce wasted staff time, and help us focus on "back to basics" as the City Manager and Mayor keep saying we need to do.
Someone please clear the roadblocks in Solicitors Office and Facilities Division. They are supposed to be service delivery divisions to the rest of us, but we spend a lot of time chasing them for help and answers. Get them more staff.	It will help with increased efficiency and less wasted time and frustration.
Onsite day care, funded by and run by civic employees for their children	It will achieve increased efficiency, as parents can come to work and not be worried about or have to leave, to check on their kids.
Update the overall civic accounting systems. Timberline is especially difficult to figure out what service is billed out for.	It will achieve increased efficiency.
I noticed that the grass in city parks(green spaces) is being watered while it is raining or had just finished raining. Is there some way that these systems could be shut off when water is not needed.	I'm not sure how much you pay for your own water, but you have to be able to save some money (and resources, employee time, maintenance, etc) by not wasting 1000's of gallons of water on grass that is getting rained on.
I liked that breakfast for Leadership Forum was cancelled and just coffee provided. I'd go further and only hold the forum once a year. Or reconsider holding it at all for the next couple of years.	Reduced costs for room rental and catering, as well as freeing up your highest paid resources for an additional half-day. Everyone is super busy, I find it a challenge to attend, even if it's just a half day.
Some form of reduced work week legislation or voluntary reduced work week days. Similar to "Filmon Fridays" of the Manitoba government in 1993 and "Donny Days" of the Government of the Northwest Territories in 1996.	Significant payroll savings
Eliminate cell phone benefits for corporate employees.	Significant cost savings
Eliminate carbon copy financial forms such as payment requisitions, purchase orders and department purchase orders. Replace with electronic documents	Will save on paper and storage requirements
Eliminate free suppers provided to councillors on meeting days, and eliminate catering for all meetings. Don't book meetings over lunch.	Cost savings in both food and cafeteria staff time. Estimated at $500/month for council, underdetermined for general catering.
City of Saskatoon 'Store' - There are some instances where employees have jackets, sweaters, t-shirts, flashlights, to-go cups, etc. that have the City of Saskatoon on it. Would there be interest in developing these types of promotional items and selling them both to citizens and staff? We offer we live and wellness initiatives like yoga...running programs, etc. Wouldn't it be cool if we sold products to go with these initiatives! The U of S has a store and their products are quite popular.	Potential revenue source together with promoting our City!
Require any request from City Council to be assessed for the costs of completing it before proceeding. This could occur briefly when the request is made, as an estimate, and then could be further expanded in a simple follow up report from each committee meeting. This should not require an additional report from each project lead every time, but could be a simple compilation report that is a standing item, showing costs for each request.	This would give a better understanding of the time spent and costs of doing things that might sound simple when they are asked for. It would also make Councillors more accountable for resources as well. They could then be asked to vote or prioritize whether they feel it is of value.
Ask residents to not put their garbage and recycle bins out unless they are full or near full.	Fewer pick-ups for trucks and staff.
Move all printing jobs to the print / mail room on the 1st floor. Better utilization of equipment. Shutdown the 4th floor printing.	Annual savings of approximately $100,000
Harmonize business process and shared services between the city and all the boards and commissions.	Significant process and financial impacts
Combine emergency services 911 call centers	Increased service to citizens and provide efficiencies for the city - cost savings TBD

Eliminate the municipal manual. It is an antiquated approach. Move resources to putting content in a more dynamic format like SharePoint	Less paper, more modernization, fewer resources needed.
Do bookings of civic square, parks, etc as an online workflow.	Eliminates phone calls, improves customer experience.
Where did you print the 30 day challenge poster? Where was the graphic made? Was it in house? Perhaps consider doing things in house?	Cost savings, better utilization of our print staff.
Charge for parking in the parking lots by the Shakespeare on the Sask site, across from Kinsmen Park.	It will bring in revenue
No longer use APV Cheques. Switch to a Purchase card to use at Vendors.	Processing time and bank fees. $$$ A Company I work for found that it cost $50.00 a Cheque just handling it through the company's payment system. In 2005 dollars
Ability to work from home for office-based workers. It doesn't need to be a full work from home arrangement but a flexible work from home schedule would be beneficial to people from a work-life balance perspective and could help save money in the long run.	Happier workforce overall. Will put more value on a results orientated work environment (ROWE) vs face time at work. I believe people would consider a wage adjustment if given the ability to work from home some days of the week.
Consider Saskatoon Transit bus advertising more in communications plans. To my knowledge, the City gets a percentage of revenue from Rawlco Transit advertising back as part of the advertising agreement. Let's say this number is 30%. That means that if $100,000 is spent on bus advertising the City will receive $30,000 back.	Advertising City campaigns on Rawlco Transit/Saskatoon Transit will put more dollars into the City's budget while also informing residents about programs and initiatives that are happening.
Start replacing gas-powered fleet vehicles with electric vehicles. Encourage car sharing using pool vehicles that can be signed out by staff. Replace buses on major routes with electric buses, charged on the Saskatoon Light & Power grid.	Electric vehicles are slightly higher initial capital cost, but only half the operating cost. Costs for electric vehicle charging go back to City through Saskatoon Light & Power.
DPO automation	Save staff time and eliminate manual process
Turn off or dim streetlights based on time of day and vehicle/pedestrian traffic volumes.	Reduced electricity costs.
Leave report and sick time automation - interim step to ERP	Save staff time and eliminate a manual process stop significant payroll leakage
Charge tolls for single passenger vehicle traffic entering the downtown. Increase parking rates downtown.	Reduced traffic volume and congestion, increase transit ridership, and active transportation.
Convert some park space to Naturalized areas	Decrease watering and maintenance costs
Convert paved back lanes to gravel.	Decrease amount of impervious cover in neighborhoods, making less demand on stormwater infrastructure. Reduce maintenance costs.
Offer summer camps for school age children at City sport and recreation facilities and libraries.	Increase revenue sources
Offer full time staff an opportunity to work reduced work hours (i.e. 6 hour days, or 4 day weeks) at a reduced salary.	Reduced operating costs.
Offer outdoor work crews an opportunity to work longer shifts (i.e. 4 - 10 hour days per week).	Reduced mobilization/demobilization costs for the same amount of work hours.
Encourage neighbours who under-utilize black bins, blue bins, green bins, to share their bins and maximize volume per pickup, reducing the number of bins to pick up.	Reduced operating costs, encourage more recycling and composting.
Get rid of half of the City's printers, photocopiers, and all fax machines. Locate printers and photocopiers in a central location in view of administrative staff. All color printing and copying to go through one administrative staff to limit unnecessary use.	Save on paper, power, and printer cartridge costs by discouraging unnecessary printing and photocopying. Most printed material ends up in the recycle bin or garbage shortly after first use, if read at all.
Sell our finished compost. We could either bag it up and sell it directly (but this would cost more for us to set up the processes, buy equipment and staff it) or sell the right to access the product to a retailer and let them bag it up and sell it through their established channels (e.g. Early's, Dutch Growers, Allans Landscaping, etc.).	More revenue and will draw down our growing finished compost piles (which might become a bigger issue if more green carts are available and/or if green carts become mandatory).
Sell advertising opportunities - paper inserts in our utility bills, on our website landing page, on monitors in our facilities (mix the messaging between city news - e.g. property tax payment deadline of June 30 - and paid advertising, back and forth), bathroom stalls (like in restaurants and pubs), scrolling ads on the bottom of the live video of Council and Committee meetings, etc.	A new source of revenue
Seriously, why are there people counting cracks in the sidewalks? They've been on the same block for weeks.	You could probably get someone in a vehicle to do the same job in a much smaller amount of time.

Charge higher fees to non-residents for certain civic services, especially those where the mill rate/Saskatoon taxpayer is subsidizing the service (e.g. registered leisure programs).	Increased revenue (but this is a tricky one because it could backfire and drive customers away, especially if they have lots of other options for the service)
Allow people to "fast track" certain things for an additional fee (I've seen them called "priority application fees" in other places). Just like if you need your passport renewed quickly, you can pay extra for that. Perhaps we could do this for certain reviews or permits or reports.	Additional revenue, better customer service.
Rent out Council Chambers for appropriate external events (seminars, presentations).	New revenue opportunity, better use of an otherwise empty space.
Set up "park and ride" parking lots in otherwise underutilized spaces (Lakewood civic centre parking lot, SaskTel Centre parking lot, Zoo parking lot in the winter, undeveloped parcels of land like at the north end of McKercher and 105th, ice arenas in the summer) and sell permits that would allow people to park there all day.	New source of revenue, would help with people parking in front of other people's houses all day because they have no other option.
Direct parking enforcement staff to write parking tickets whenever they see a bylaw violation instead of only after they receive a complaint. For example, if they see a car parked on the street in the winter with 6 inches of snow on top of it, chalk the tires and start the 36 hour parking limit on it and write a ticket if it doesn't move; if they see an over length vehicle parked on a residential street, chalk the tires and start the 1 hour parking limit on it and come back and ticket it if it hasn't moved; if they see a vehicle parked too close to an intersection or cross walk, ticket it; if a vehicle is parked nose-in on a cul-de-sac, ticket it. Be proactive instead of reactive.	Increased compliance with the Traffic Bylaw, safer streets and more revenue.
Consolidate the mail services/couriers being used at Civic Square East into one delivery system, using mail room staff, similar to how mail is operated in City Hall.	There are currently multiple "delivery mechanisms" including some staff that come to City Hall to pick up mail, private couriers set up for daily delivery from City Hall to CSE, etc. When some work groups were originally moved out of City Hall, there were promises made that no costs for services would be incurred beyond those that would occur in City Hall. Over time, that has been maintained. Earlier this year, some sort of new contract was set up and the costs were to be carried by these work groups, which had not been communicated, expected or budgeted for. Consolidating these services would likely reduce external expenditures to the courier services and could also result in time savings for some staff, while there may be slight increases in time spent by mail room staff to provide a once-daily delivery to the building across the street. The charges to Planning and Development alone for Strongback Courier are $200/mo. There is a blanket purchase order with them that may cover other groups as well.
Allow people to make their own bookings of Committee Rooms. If the room is available on the online calendar, they should be able to "invite" the room to the meeting themselves.	More efficient process, remove Clerk's from the booking process.
Turn down the thermostat in the underground parkade in the winter. I don't think it has to be over 20 degrees down there all winter long. It must cost a lot to maintain that temperature with the overhead door opening and closing all day long.	Utility cost savings
Increase the frequency of recycling and green bin pickups (weekly all year long) and decrease the frequency of garbage bin pickups (every two weeks all year long). Offer people a choice in garbage bin size and charge different amounts based on size - smaller garbage bin at less monthly cost, larger at a higher cost (not based on weight - people are worried that if its based on weight and their neighbor puts garbage in their bin they will end up paying extra). If we want to encourage people to recycle and compost, we should offer a higher level of service for those options and by default people will generate less garbage and will not need that one picked up as often.	Higher waste diversion, better customer service.

Standardize and limit our office supplies. There is no reason to have 10 different types of highlighters in stock, 3 different types of hole punches, 5 different types of staplers, 20 different types of blue pen, brand name Post-It notes instead of generic sticky notes. Pick 3-5 that we can order from. If someone wants something different they can buy it personally. We should develop an office supply list that we order from, not an entire catalogue, we should require generic instead of brand name. FlexiCoil did this and saved a significant amount of money (and they already had a purchase agreement for supplies, these savings were over and above that).	Cost savings.
Stop allowing pensions to be calculated based on your highest earnings INCLUDING overtime - overtime should be EXCLUDED. People are working obscene amounts of overtime which ends up overstating their best years' wages and inflating their pensions and then the Saskatoon taxpayers end up paying too much for the rest of that person's (and their beneficiary's) life.	Cost savings, improved fairness, would improve the long term viability of our pension funds.
Buy quality remanufactured toner cartridges for our printers instead of brand name which are way more expensive. Default all printers to 2-sided greyscale printing. Order multi-purpose copy paper that is less bright and less weight.	Cost savings, more environmentally responsible.
Relocate contracted summons staff from parking services to Police. They are performing law enforcement activities, they should be located with and paid for by Police.	More efficient services, better customer service, cost savings.
Partner with a non-profit organization and run a lottery. We could "donate" the serviced land, at cost, in return for a share of the profit. The Regina Public Library used to run lotteries every year, when it was a home lottery they did very well (based on their financial statements online, in 2008 they made $422,000, in 2009 they made $500,000) but then it really dropped off (in 2010 $144,000, in 2011 $55,000) and they finally ended up losing money (in 2013 they lost $226,000 and they haven't run one since). It seems like when they went away from a home lottery to a cash/merchandise lottery it went downhill. Of course, this would present challenges in terms of optics (usually lotteries support causes that are emotional - children's hospital, air ambulance, hospital equipment, SPCA and animals, etc.) it might be a harder "sell" if the City was front and centre, but if we were a "silent" partner in it we might be able to make it more appealing.	New revenue opportunity, but there is a chance it could lose money too.
Rent enclosed park space for exclusive use to interested user groups for a fee. For example, I volunteer for a dog rescue and I would love to be able to rent a small fully fenced park (or even a tennis court) for us to have a reunion BBQ/picnic with our leashed dogs without having to worry about other people using the space too (e.g. the park on Clarence by 15th street or the small park on 20th by the train tracks, Patola?). Perhaps people would like to have a family reunion or child's birthday party and have exclusive use of a space as well? No charge bookings do not provide for exclusive use, perhaps a charge booking could?	New revenue opportunity
Require every single city vehicle to be justified as to whether its needed and type - half ton versus quarter ton versus car. There is a quarter ton that is parked behind city hall that does not move all winter long (snow piled high on it and no tire tracks), and I don't think it has moved all summer to date either. There should be a report that goes to the Director and GM each quarter for every vehicle assigned to each Division that lists the vehicle, why that vehicle is the best for the job over another cheaper type, opening odometer, ending odometer, fuel charges and therefore fuel efficiency. In addition to identifying underutilized vehicles, it would also help identify cases where perhaps the fuel recorded against that vehicle doesn't actually make its way into the vehicle...(the fuel efficiency/mileage would be out of line over time and/or as compared to other similar vehicles used by other staff and/or other Divisions).	Fuel cost savings, capital savings from not having to purchase as many vehicles and/or cheaper types of vehicles, environmental impact
When people move from a higher position to a lower position, regardless of union/collective agreement, their salary should decrease accordingly.	Cost savings, fairness

Stop the practice of an employee being classified as a supervisor of one other employee in order to receive a bump up in salary. This is wasteful in most cases.	Although difficult to achieve this in a unionized environment, I think worthwhile exploring. At the very least on a go-forward basis the practice should cease and longer-term through attrition the City would see savings in salaries.
the summons officers that deliver the summons documents for criminal cases should be working under/paid by police services	over a hundred thousand dollar savings to the city as parking services gets a cost recovery of 94,200 when that small section cost the city around 200,000.
refrain from changing department names so often; change them all back to something more user friendly and familiar and leave them alone...	lots of money would be saved (meetings, stationary, labeling, uniforms, etc)
Create more city owned parking lots. Revenue from parking can go back into the City, rather than to a company such as impark.	Revenue from parking can go back into the City, rather than to a copy such as impark.
Revisit our staffing in Corporate Performance Department - specifically IT, Comms and Strategy. We seem to have hired a lot of employees in these areas and yet continue to contract out work in these areas. For example why do we contract out citizen engagement to a company when we have approximately 20 communications professionals? Can't someone internally run these meetings? If yes, don't contract it out. If no, contract it out but reduce number of staff. I'm not sure of the value our 5 new Performance Improvement Coordinators bring. Can we do the same with 3? With one? Perhaps we need to copy the University of Saskatchewan and offer voluntary buyouts to staff. If possible, take the work done by those being bought out and spread it amongst remaining workers. Some positions likely don't need to be re-filled. For purchasing, have we discussed any synergies that might be found with other municipalities in our province? Perhaps by combining our purchases with Prince Albert, Regina, etc. we can increase our purchasing power and save some money. Why do we do all utility bill/tax notice/assessment notice printing here onsite with an expensive printer that has a large capital and ongoing support cost? Can we not find cost savings by contracting that out and having a printing company print them?	Employee salary savings as the severance would be paid out before January 1, 2018 for some of those positions we don't need to refill. Larger buyouts would take longer to realize savings on but eventually they'd be found. These would be 'hard' numbers - not 'soft' numbers made up from "efficiencies" that truly can't be monetized. By combining purchases and making the order larger, it is possible that the prices are lowered for everyone involved.
Quit issuing the leisure guide. Over 100,000 leisure guides are distributed to homes three times a year. Anybody I know takes it out of the mailbox and throws it in the recycling. The public can review it on-line or could request a copy to be mailed out.	Save money.

I work in Parks and am involved in maintaining new neighborhood green spaces. I am alarmed by the lack of communication between Parks maintenance staff, Land branch and design when it comes to the design, construction, maintenance and inspections before the Parks maintenance staff officially takes over these areas. Often times Land branch does not inform parks when there are inspections including CCC's and therefor we have little or no time to contribute vital information that would in the end save a lot of money. For example, we have taken over parks where the shrub and tree material is not appropriate for the location and/or soil type. The plants die shortly after we take it over at FAC and we are forced to spend extra money replacing thousands of plants. One of the main causes for plant death is poor soil conditions. The current specifications for topsoil/organic matter is 200mm. This is NOT sufficient. Often the 200mm spec is not even met by contractors but design or land branch who are in charge of inspections are not enforcing it. In Willowgrove and Evergreen, two newly developed areas, we currently need to replace approximately 1765 shrubs. This equates to about $26,500 - $35, 300 in plant material at an average cost of $15-$20 per plant. This doesn't even include the labour cost or the cost of amending the soil. Bottom line is that if we increase the depth contractors need to excavate and then add in at least 400mm of topsoil/organic matter, we will not be wasting money on replanting brand new parks. It will be a higher up front cost but the savings over time will vastly exceed those costs very quickly. I am also very alarmed by the drainage issues in Willowgrove. Many of the parks require extra labour and resources because of the wet conditions that our budget gets depleted faster and/or we cannot maintain service levels up to our standards.	Extensive cost saving in time, labour and materials.
Change controls for lighting in CSE. Currently there is a master light switch for each floor, so lights are typically left on at all times. Each office, meeting room, bathroom needs control of their lighting.	Save electricity and money
Comprehensive review of all mill rate and utility cost centres, including a zero-based budget review, and Council priority review to determine if mill rate dollars are still appropriate for the services and service levels we are providing. Mill rate cost centres were determined at some historical time and have never been re-evaluated or reallocated based on current needs and priorities.	To align funding and spending with Council priorities and current service levels. May result in cost savings or appropriately funded service levels.
Complete comprehensive evaluation of cross-charges between departments. They are not currently based on actual costs.	Should result in better financial transparency, appropriate allocation of costs, and identification of surplus funds.

1. Look at employee retention, especially at the seasonal employee level. Currently it is a revolving door and it seems we are constantly training new employees. It is expensive to ensure employees are trained to OH&S requirements and city standards. For instance, they have to attend a two-day training course to operate a mower. All these training costs add-up quickly. When they leave, we have to start-over again and go through the same training process. In addition, it takes new employees time to get an understanding of their job requirements to be fully productive within the organization. 2. We have a ton of forms for everything. Not only that, these forms are not consistent throughout the organization. Every department should bring every form known to this organization to a meeting. Then you will see how much unnecessary paperwork is being done. This paperwork takes administration staff time to process. Personally, I think leave reports are unnecessary now that we have a Time Sheet Management System online. Especially the calendar that must be accompanied with the leave reports for hourly employees. They should be incorporated with the online system. 3. Reduce contracting certain things out and empower frontline staff to do the work. While contracting can be beneficial. If done wrong, it can be way more expensive than the frontline staff doing the same work. We have a diverse group of employees with the knowledge and expertise to get the job done. I can cite many examples where our staff could have done the work for way less than what the contractor achieved. In addition, contracting requires city inspectors to ensure work is being done to city standards. 4. I am passionate about water conservation. Our river is one of the most heavily used waterways in Canada with different municipals and agricultural operations utilizing it. Not managing our waterways properly can lead to the catastrophic situation that occurred with the Aral sea. Due to overuse for agriculture, the majority of the sea has disappeared. I cannot imagine our city without our river. Therefore, the city should develop a strategy to irrigating parks in the city. For instance, identify areas of high importance such as sportsfields, new parks, flowerbeds, etc. Then assign high priority to irrigating these areas. While, reducing irrigation in parks that are established and utilized less. It is a North America cultural phenomena to have the perfect lawn. Yet it is not a wise way to utilize our water ways. Perhaps the city should look at developing other sources to draw water from rather than our water treatment plant and river. For instance, a pond that is replenished from rainwater.	1. Reduce training costs and increase productivity. A more engaged employee in the organization is more productive and has better quality of work. By minimizing errors, cost will be reduced. This is because they have the experience and knowledge of how to deal with their respectful areas. 2. Streamline forms so they are unified throughout organization such as leave reports, overtime forms, change of address, employee clothing reimbursement, ect. By having them unified, everyone will be familiar with them and reduce processing time. 3. Reduce contracting costs by utilizing front-lined staff. 4. Reducing the high expense of irrigating our parks with water from the water treatment plant. While not compromising the health of the tree/plant material in parks. Becoming a better Stewart of the environment by using our river responsibly.
Standardize software for payroll, time tracking, and financial reporting. Many divisions have no systems and do it all manually, other divisions have systems which don't talk to each other.	Efficiency in terms of staff time and better tracking/reporting. Accountants and managers could spend more of their time doing analyzing, advising, managing opposed to book-keeping.
I'm not sure if staff who have parking spots at City Hall (in the parking lot or underground) pay for parking. If not, there's potential to generate revenue. For example, if there are 100 spots and each spot cost $100 per month that would generate $10,000 per month or $120,000 per year.	Staff that don't have assigned parking pay anywhere from $100 to $200 per month to park downtown at private businesses, residences or at Impark lots. If City Hall staff with assigned parking were to pay for their parking spots this could generate between $100,000 to $200,0000 in revenue per year. I realize this may not be popular with those with assigned spots (assuming they don't already pay).
ESA/ SCMMA annual pay increases base upon performance reviews: Expected- 2-3% Proficient-4% Outstanding-5%	Not only will it save some money by not automatically providing every person 5% but also drives the IDP process for completion. In addition people will be held accountable for less than outstanding performance. Typically anything less than expected performance would be 0%.
To make an inventory of paper, toner, and more expensive office items and determine how much you need for a month or quarter and use that as a guide when re-ordering. For example in our office there are several different photocopies and we go through black toner 1 every 3 months, so why would we have 3 extra black toners sitting in inventory that goes the same for color toner. We change ours approx. 1 every 5 months but have 2-3 sitting in inventory. Quit changing the names of the departments. I have been here 4 years and it has changed at least twice. When you change names, you have to change letterhead, business cards, etc. and the old paper and gets thrown into recycling.	Not to have money tied up into inventory. It's just money sitting there.

1. Project coordination between Departments, Divisions, Sections. To many times you see a roadway ripped up for maintenance then two weeks later it is ripped up again for another maintenance issue. These should be coordinated for a one time fix. 2. Five year moratorium on residential building out in suburbs. Only allow new or infill construction inside and adjacent neighborhoods to circle drive. 3. Reduce cutting parks by one or two times per season. 4. Change garbage schedule to 10 day rotation in summer. With increased recycling, and use of green cart I barely have enough garbage to fill a pail never mind a 100L bin. Also in winter rotation could do 15 days for garbage. 5. Traffic Ticket collection, seems to be ignored. Wheel clamp a car if someone does not pay within two weeks, even if car is at persons home or street. Word would get around and people would pay tickets quickly. 6. Mandatory double sided printing and store only copy in electronic media. 7. Small pocket parks could be adopted by a neighborhood or Service group, Church, School and have them maintain the park. Also watering could be cut back a day or two a week. Don't need golf greens. 8. Mandatory turning off of computer and peripheries over night. 9. Timers on Park lights and turned off with bylaw closure times. If irrigation is on a computer to turn them on and off why not park lighting? Long term saving for short term cost of set up. 10. 10 year moratorium on changing Department, section, division names. How much does that cost for new supplies?	1. Save costs on sending out crews multiple times. 2. Save on Infrastructure costs and would achieve denser population as in city plan. Development would start in North Downtown. 25th St to 33rd street. 3. Savings of maintenance costs. 4. Same costs of gas, maintenance, etc. 5. Increase revenue. 6. Reduce paper cost. 7. Save maintenance and water costs. 8. Save electricity costs. 9. Save electricity costs and maintain better Parks closure bylaw 10. Save change over costs for logos, names, etc. on supplies, offices, bus-cards.
Shut off the buses when they are waiting at terminals, transfer points and other waiting locations (for example, when they wait if they are running fast or for another bus to connect with). The City of Fredericton did this "anti-idling" practice in the summer months at their mass transfer points and saved over 17,000 litres of fuel and $19,000 per year.	Fuel cost savings, reduce greenhouse gas emissions
Better records management of training Employees receive and a common file. Currently multiple locations for training records and no coordination of these files. ie fall arrest training (police, fire, AF-FM facilities and fleet, water treatment etc all most all departments have some staff requiring this training) If there was one file that included the name and employee number that generated reports when recertification was needed courses could be set up easier for civic staff on an ongoing regular basis and would have the potential to have savings	Consistent training for all divisions, all divisions receive the same course taught by in-house trainers or contracted service provider for certification. In house training less costly for Corporation. Computer generated reminder for staff needing to recertify before expiry of certification. Courses could be offered like the computer training section where email is sent to all and the various section staff can register whoever requires training. It would assist Managers for budgeting training costs knowing who requires recertification in this years budget and future budgets.
As an option to cash raises that are very expensive because of our high payroll burdens (employer costs per dollar earnings) or even to consider as a trade to rollback wages, consider compensating employees with as many tax free benefits as possible; My understanding is Health plans, Dental, and Recreational facility can flow tax free right now unless Trudeau pushes them into taxable status. Perhaps the best and least risk might be City provided Leisure cards (a top line gain for Leisure at 0 cost, and a bottom line savings on compensation) or if it is legal - flowing thru $ from the employer to an Employee Health Savings Account. Please contact me if this needs a better explanation, or a spreadsheet and what I have gleaned from CRA's tax free benefit allowances.	It would cut the cost of a benefit by at least the amount of payroll burden, and at most the payroll burden and the employees marginal tax rate. ie. giving 3000 employees a leisure card would register on the books as an immediate $1.6 million (3000x45x12mos) in revenue to Leisure if diverted from the 'allowance' for raises ... and the employees get something that retails for $540 of after tax cash, that typically takes $1000 in gross earnings which costs the city $1300-$1400 to pay them. Or in the case of the HSA if it is legal ... take a million of the raise allowance and flow it straight to the employee HSA (say $300 per permanent FT), and instead of costing $1.35 million with payroll burden etc it only costs $1 million - so it is a more effective way of providing employees some compensation ... ie we can eliminate the payroll burden. It would have to be a take it or leave it or an offer to the employee groups ... but might be able to sell it as 0-0-0 and a leisure card instead of 0 - -2% - -2%
Brand Standards, Guidelines and Templates	Currently the City spends thousands of dollars on external designer consulting and countless hours making design decisions. And, although some creativity is required for each project, The City could save a significant amount of money (and time) by standardizing its brand.
Embrace the concept of "Digital Communications First" by allowing citizens to select their communications preferences similar to choosing ebill.	By investing in digital communications we could save thousands of dollars on printing and mailing. We could offer an opt-in system for those still interested in receiving print.

Build in-house design and video production capacity	Save thousands of dollars on design services and video production.
Shut off electricity to all civic office spaces (except where potential impact to IT systems exists) during off-hours once office maintenance activities are complete.	Standby power can account for 10% of annual electricity use. By fully shutting off power to unused office spaces, standby power systems will be deactivated, allow electricity savings. There're light on 2nd floor CSE that have been on constantly for months.
Close the gap between water produced at the water treatment plant and water entering the wastewater treatment plant. With the City's new AMI meter system an assessment can be conducted on a City wide scale to identify locations of water loss in the system which amounts to revenue loss. While there are many private firms which conduct this evaluation, there is no reason it can't be done in house with dedicated staff. Although the AMI program has not been fully implemented this evaluation could be piloted int he areas where AMI metering can be installed.	By assessing key intervals along the water distribution system specific areas/pipes can be identified where water is loss occurs through leaks, dysfunctional meters, illegal tapping, etc. This would ensure the water being produced is passing through a metered account and thus being paid for. These assessments have been conducted in other municipalities which have installed AMI readings and demonstrated increased revenue generation. As a bonus, it would also identify where un-purchased water is entering the sanitary sewer system.
Consider how job postings are managed. 1) Some job postings are posted for 2 months, etc. This has been our recent experience in my Division as a result of mat leaves, etc. It would be more beneficial if managers could organize workloads within sections to cover such short terms instead of putting resources into hiring for such a short time period. 2) Permanent positions in my Division are posted when the decision on who might receive a permanent position is entirely dependent on seniority. The need to post the permanent positions requires resources from management and HR which could be allocated elsewhere more efficiently.	More efficient use of time for managers and HR. More efficient use of time means that there is more time to complete tasks that serve the public.
Consider what options are provided for food / snacks at meetings. By providing healthier snacks and drink options at meetings, the City can help to promote healthy lifestyles for their staff and the public while also perhaps saving some $ on the food budget. Furthermore, instead of providing bottled water at meetings, the City should consider promoting their own product, and provide Saskatoon water from the tap :)	Consideration of healthy snacks and drink options not only provides for a healthier lifestyle but also could have an impact on the food budget for the City.
Consider how garbage is managed in the City. Why would the City not promote recycling options? Garbage pick up in the summer is weekly and recycling is every 2 weeks. I don't produce that much garbage for my family of 2 but my recycling bin is always full. With the landfill reaching capacity, why not consider alternative options for garbage pick up - if someone needs garbage pick up that often, then they should have to pay additional for it.	Reduce the budget required for weekly garbage pick up in the summer.
Consider if there is a need for a paper brochure for advertising. I receive a lot of paper hand out which advertise different events / programs / etc in the City. Many of these paper hand outs end up in the City's landfill because they are thrown out and, sometimes not even read. The City should reconsider if paper handouts are worthwhile. This will reduce printing costs as well as waste.	Reduce costs for printing, etc as well as reduce the amount of waste produced.
Pilot using external service providers for different operations activities. For example, level of service targets could be set maintenance of two similar parks or facilities. Maintenance of one of these would be done by City staff and the other one would be outsourced. Performance would be measured over a period of a certain number of months.	This would identify potential areas where it is obviously more cost effective to provide these services using City forces, areas where it may be more cost effective to out source services traditionally served by City staff, areas where internal procedures need streamlining, and/or areas where existing framework/systems/staffing is potentially incapable of achieving target service levels cost effectively.
Offer any kind of incentives for some of the 30 plus years of service employees so they can , or will ,retire. Just putting in time until the 35 , or more , year normal full retirement date does no good for the corporation or younger fellow employees.	Any costs incurred can be " deferred " over many years . Younger employees are more enthused and energetic. With sharper minds and offering twice the productivity as older employees the corporation benefits and younger workers are not " carrying " fellow older employees or feeling like they are .{disincentive}

Rent out space for retail opportunities in public libraries and recreational centres (i.e. Starbucks/Tim Horton's in libraries)	Revenue
Allow for designated rental space within parks and specifically targeted areas of riverbank for commercial opportunities/recreational opportunities. Example - green space under the bridges are considered ROW? - Could be rented for temporary retail/recreational opportunities	Revenue for the City
Vote by Mail; Online Voting - Municipal Elections can be conducted by mail in ballots; or online ballots reducing the need for facilities and staff resources at polling stations.	Reducing costs associated with facility rentals during municipal elections; staff resources can be reduced on election day and focused on other work
Charge all Crown and private utilities and annual rental fee for utilities installed on City river bridges	Revenue generation / cost recovery for these utilities leveraging City infrastructure to accommodate their utility network.
Tax Vacant developable land at the same rate as developed land.	Increased tax revenue
My idea is automate our communication with SASK1STCALL We spend a lot of money telling the public where the underground power line goes. I envision a new system. One that isn't based on multiple people picking through Sask1stcall tickets one at a time and comparing the email information to our GIS model with unpredictable latency. I envision a system of automatic GIS notifications after public sask1st request. I envision a system where the public has easy access to where the underground power line goes. Please see these videos for a demonstration of my vision: s://www.youtube.com/watch?v=dH8OgFebvrI s://youtu.be/2okXAYCshgA?t=27 I have increased my own personal "ticket processing" efficiency using the tools I assembled. For example, the system allows me to see new patterns in the two hundred some daily tickets and I can clear/build locator maps much faster. It lets me see what has been recently located and where folks are digging. My tools are some VBA Excel code I wrote and Google Earth Pro which is a free GIS program that is easy to use and program. I also used image editors to create local GeoTiffs so I can browse the underground power network instantaneously on Google Earth (I can't access GIS data, I could VMAP but Tiffs were light and I was a bit lazy). My goal is that Sask1stCall sends us a message and it populates our map. I have reached the point I can progress no more without administrative privileges.	I do believe updating Saskatoon Light and Power's Sask1stcall process will allow us to tell Saskatoon where the underground power line is faster and more effectively. This will save money in ticket processing labor. This will reduce cable hit expenditures. This will increase response time and decrease outages. This will increase public satisfaction and decrease budget. I believe with a little bit of support we could make our protocol industry class with maximum efficiency.
Charge residents or contractors who damage our electrical infrastructure by not using the free services SL&P provides. Underground locates and tree trimming in or near electrical lines are a free service provided to our citizens for their safety and our utilities operations. When citizens or contractors fail to use these free services and damage our system they should pay for the repair costs which they currently do not always do.	Offset unplanned avoidable operational costs and raise awareness for safety around SL&P infrastructure. Sometimes planned work for crews has to be postponed to provide emergency repairs to our system which could have been avoided by using our (SL&P's) free services. This puts the crews further behind with their planned work. Personally it may reduce my frustration on a daily basis when I and my work partner have to fix problems that were easily avoidable. Having a tangible consequence for these infractions may lessen their frequency.
Reduce the hours at the zoo in the summer from 9am-9pm to 9am-6pm.	This three hour reduction in the summer on a daily basis will reduce the wages required at the zoo by a minimum of 6 hours per day. At minimum that's 127 days @ 6 hours = 762 hours per year or approximately $30k spent on zoo keeping, $15k on custodial and $20k on admissions to keep the zoo open with minimal visitation. Every zoo I have run has reduced hours in the past 10 years due to revenue not supporting staying open late. The zoo here is no different, it not only increases and impacts the costs to the city but for our partners who have to keep the gift shop and food and beverage shops open at a loss for those hours. Further benefits are reductions in utilities costs, materials and supplies costs and more. This would also give us an opportunity and flexibility to review the current schedule and find further savings as we could review shifts reducing seasonal requirements potentially by 1.3 FTE.

Stop hiring outside consultants to tell us how transit should run. Use your "real" resources...aka, your employees. They are on the road, they are the ones hearing from the customers and see where and what improvements can be made for free.	A no cost, readily available source of real Intel for OUR community by our community.
Stop hiring managers who have zero experience with transit. Its better to have people who understand what goes on here than have someone who gets hired for having a "degree" and takes a year to figure things out.	A more seamless integration between what's going on and what can and should be going on. More trust between manager and employee as they know the manager knows what's going on in the department. Plus a possibility of internal hiring for these positions may create a climate of employees going above and beyond more instead of only doing just enough not to get fired. (morale boost)
I'm not sure if this is true or not, but I heard that the City will pay back employees if they buy a Costco membership. I don't think this is a fair use of taxpayer dollars and I don't think we should do this anymore.	Save money
Selling small items like sunscreen, hats, and other common items at potashcorp play land.	A new revenue stream for the city, profiting by selling common items often forgotten by parents at home.
Consistent hours per day and per week for public swim, lane swim, family swim at each of the swimming pools.	Patrons will not have to look up if they can go. Visitation may increase over time.
Merge the city's horticulture and turf sections. Call them landscapers as a title. Landscapers separate from equipment operators (mowers etc). Equipment operators at 80% pay rate of Equipment Operator I for the smaller equipment. Keep Sportsfield as its own crew.	Ability to draw from corporate sector different new employee background experience. Would reduce some workplace status issues about competition. Allows seasonal city employees to have different title for resume to apply for linger work seasons in corporate sector.
Full report to newspaper of consultant research and costs during last mayoral terms of office.	Accountability and transparency.
Drill along east side of riverbank all along city limits and sump out subsurface water over land and back into river at surface level.	To manage bank slumping. It will never stop. The river is growing older and it is a natural pattern. This would slow down and move the problem out of the city. The river wants to deposit sand on west bank and the increase of water flow carves in deeper on east shore, which permeates river bottom and seeps to subsurface water layers far under river bank. Kind of like permafrost slumping.
Move Ave P urban forestry yards to new soil. Diseases, fungus, mold etc.. Use yards for buses or infrastructure yard.	To improve health of trees.
Return to previous parking meters. Computers often freeze-up and perhaps collect too much marketing information which could be a privacy concern.	To maintain revenue collection and to reduce privacy concerns.
Give, or sell, old police building on 4th to native child and family services or provincial social services. Security features in place with police officer hosts at front desk for entry. Jail cells for 24hr emergency shelter, refurbished of course with many televisions for them to watch while they wait as they may be on ""their" favorite programs. No internet or electronic devices.	To use the building and the security features where they are required.
Electoral reform experiment on a small scale. Bio-metric computers and voting with touch screen fingerprint or eye scan.	To gather information for national bio-metric election.
Internal computer software development and application development only.	It must work consistently and the first time people are asked to use it. Could cause new technology experts to be hired, but they would become obsolete after five years.
Decommission paddling pools to complete closure, spray pad adaptation, or wading pool.	Spray pads more popular with family audience. Wading pools could offer free red cross preschool swim lessons.
Existing wading pools must have bronze cross employees minimum. Or lifesaving instructor, or national lifeguard. Children do back flips and head first belly dives there, sometimes but not often.	Have correct personnel working at wading pools.
Parks yard on Lakewood civic centre parking lot (there are three extra pads).	To justify camera surveillance on parking lot area where there is solvent use evidence, prostitution from outdoors to inside cars, and drug dealers/users showing the twelve year olds at the skateboard park 'how to' and walking across park from their cars to apartments.
Don't pay transit supervisors $90,000 in over time for the year.	Lower taxes
Recycled asphalt shingles can be used as an input to road construction materials. The city of Markham Ontario did this and they say in addition to keeping shingles out of their landfill they end up with a better quality road	Longer landfill life, environmentally friendly

Reduce internal mail delivery to once per day instead of twice. If people need items to get into the system sooner, they could hand deliver them down to the mail room.	This would save staff time/money
Implement a similar garbage/recycling collection schedule as Winnipeg, where pick-up does not happen on civic holidays. To make up for this, everyone's regularly scheduled pick-up bumps back one day and continues to bump back one day every time there is a civic holiday. For example, my own garbage is currently collected on Mondays and my recycling every other Tuesday. Mon July 3rd was a civic holiday. Under the proposed system, my garbage would be picked up Tues July 4th instead of Monday. My new garbage pick-up day would become Tuesdays and my new recycling pick-up day would become every other Wednesday, until the next civic holiday, when it would become Wednesdays for garbage and Thursdays for recycling. The Yard & Food Waste green cart schedule could also bump back one day each civic holiday too. Admittedly, it does force citizens to keep closer track of the calendar, but this can be offset by encouraging more people to sign up for the cart collection e-reminders.	This scheduling system saves the difference between wage costs on a civic holiday vs the wage costs of a regular day. I have no idea what this amount would be, but there are 12 civic holidays in a year (of which 5 also occur within the spring/summer/fall green cart collection calendar) and I believe Christmas Day is currently the only Mon-to-Fri day of the year that does not have collection occurring somewhere. The City could save these costs for black cart and green cart pick-up schedules; however, with Loraas having the recycling contract, I assume the City would not benefit from blue cart collection cost savings immediately, although may in the future when the contract expires and goes out for tender again because the scheduling change would reduce projected costs. And this idea would allow collection staff to enjoy those civic holidays with family and friends, instead of requiring that they work.
I have noticed, since I started working here, that lights are being left on in unoccupied bathrooms, other rooms and offices. A grassroots educational campaign to turn off the lights, similar to the "wash your hands" campaign. The question could be asked - Do you leave the lights on in unoccupied rooms (bathroom, office, den, basement) at home?	Reduces energy consumption/costs. Shows leadership in the energy conservation/reduce greenhouse gas emissions initiative.
To eliminate statutory holiday residential garbage collections to reduce overtime pay for workers. City can push garbage collection a day ahead or a day after on statutory holidays. or achieve that by a better schedule.	To save operation cost on overtime.
Closure of City buildings/ non-essential services for extended long weekend(s). For example - next year I believe Christmas will fall on a Tuesday. Let's have a five day weekend, employees will take Monday off as an EDO or a required vacation day. When Christmas falls on a Wednesday & boxing day on Thursday, employees will have the Friday off as an EDO or a vacation day. The same thing can be done for Canada Day & Remembrance Day. AND, when Christmas falls on a Saturday, as it did this year, we should have Friday and Monday off instead of Monday and Tuesday. This will allow for travel before Christmas instead of having to travel late Christmas Eve or Christmas day.	The benefits would be cost savings and employee satisfaction. There certainly will be some employees unhappy with the required EDO/vacation day, but, the USA shut down operations for 6 or 8 weeks a couple of years ago and they're still running their show. I think that it will be tough at the start but employees and unions will buy into the new reality and soon realize that an extra day off, with no loss in pay, is a good thing, especially at Christmas when everybody is busy and it might be very miserable outdoors.
The Planning Division in CSE pays for a courier to pick up their mail from the mailroom ACROSS THE STREET, deliver it to CSE and take any outgoing mail back ACROSS THE STREET to the mailroom. Other Divisions have their staff do this (admin staff, other staff on a rotational basis when admin staff are away) for FREE!	Save money
Attendance figures at the leisure centres should be analyzed to see if it's really worthwhile to stay open so late. If only a few people are coming after a certain time we should consider changing our hours of operation. This information should be available in their cash register system, it should be very easy to see the patterns.	Save money by not having to staff the leisure centres so late
Have the ability to purchase any pass or tickets at any City of Saskatoon location that deals with customer facing cash transactions.	Eventually it should have the City looking at a common platform for cash transactions. It will also stop the run around for citizens looking for, as an example, the social services supported passes for both leisure and transit.
Reduce available parking in the Downtown core	Increase usage of transit, but also get us ready for the autonomous vehicle revolution.
Revise the asphalt patching program. Instead of having the crews cleaning out all the cuts for the day, retooling and going back to every location to patch. Have 1 crew cleaning and another following to complete the patch.	This will not only achieve less travel/idle time, but it will also allow the streets to be closed for a shorter period instead of having them all closed for 7am and opened after 3. I'm sure this would allow for more patches to be done each day as well.

Uniforms for Transit/Access Transit. Access Transit should be taken out of the M&L contract that expires in the fall of this year. It was much cheaper when we allowed operators to purchase their own pants. We have had nothing but issues with fitting. Also, I understand that the jackets for Transit are custom made, which again is much more costly than off the rack jackets which is what we use at Access Transit.	Lower uniform costs
Better Specs in tendered out work that makes contractors more responsible to ensure they don't damage City property ie. sidewalks, roads, parks, boulevards. plantings, turf ect.	Save City money by not having to clean up the mess made by others. The saving realized by tendering out work get eaten up by having to fix damage.
This idea has a main and an alternative. First, the electronics shop (traffic signals) should be reduced to only a maintenance shop. There is no longer the staff available to perform construction as well as maintain/upgrade the traffic system. Construction of new intersections would be contracted out, much as what happened under the North Commuter Bridge P3 leaving the shops only involvement being installation of the cabinet and controller unit. Moreover, construction could be done in a more timely manner. For example, raising a pole took a crew of four plus a foreman 7.5 hrs (37.5 total man hours) working on a Sunday morning. Compare this to private contractor that raised two pole bases in the equivalent of five hours with three crew (15 man hours total). This would require a major change to the CBA though as it currently states that shop has jurisdiction over a number of items. Alternatively, once the summer construction season begins, an alternative shift covering weekends could be implemented (the same could be done at SL&P). This would allow construction that requires weekend work when traffic is lighter to be performed either during regular 'weekend' hours or starting just before thereby reducing overtime costs substantially. In the case of the electronics shop, there would be some shuffling because of the small size of the shop but a balance could be achieved by either rotating staff through the weekends, giving alternative days off in lieu or fixing a crew if staff is agreeable. As is stands now, weekend construction work is 'gravy' as the bloated yearly salaries of SL&P lineman and many of traffic signal staff testify.	If part A is considered, considerable cost savings could be foreseen through contracting work out. Overtime for electronics shop staff would be cut. Further, it is probable that improvements to the traffic signals system could be implemented more quickly improving traffic movement around the city. This in itself is a benefit to the quality of life of the city's citizens. Finally, a restrictive CBA and entitled union could be brought more into line with the goals of improving the service for all in the city, not just 'looking out for themselves and membership'. If the alternative is considered, overtime costs could be cut dramatically and the 'gravy train' slowed to a crawl. Without doubt, work needs to be done but the approach currently taken (double time on the weekend) does little to have work done in a timely fashion. If anything, staff seek out these jobs as a chance to earn large amounts of money doing a job that could be often be done on regular time (i.e. setting poles). For those jobs requiring significant road closures to avoid work over traffic, a weekend shift would reduce overtime costs as such work could be scheduled then.
I would recommend converting the cities computer office applications suite away from Microsoft to the Google suite of products. Admittedly this will require work and investment on the front end but it will, in the end, save the city money both in time saved and maintenance/operating costs. I present the city of Boston as a great case study for a similar style of corporation (though obviously significantly bigger) making the switch and being richly rewarded. s://cloud.googleblog.com/2014/01/boston-moves-76000-city-employees.html I've worked at private companies that have full google integration and its night and day compared to Microsoft office. If the city of Saskatoon wants to be a 21st century city we should be using the same tools that almost all cutting edge progressive private companies are using. And that's Google products not Microsoft.	Departments will become more efficient and collaborative saving money for the city just based simply on how much time is saved. Googles suite of applications is so much more varied and well built, no matter the job the city will face its got the app to get the job done. And the best part is, its all cloud storage meaning people can collaborate from anywhere with each other on anything. Please look long and hard at this option. I am extremely confident it will save the city time, money, productivity. There is a reason why Google is so successful, they simply make the best stuff. We should use their stuff. s://gsuite.google.com/industries/government/
Get the street cleaners out after it rains. I've often seen it rain, and then a few days later the water trucks come down to wet the road before the brushes come afterwards.	Reduction in operators, fuel, water costs.
Eliminate funding billboards for "non-essential" items. The article in the Star Phoenix about the "iamthebridge" will no doubt cost money to deal with. The billboard is expensive anyway, so now we get to deal with community engagement regarding it. That is not free.	Trimming down non-essential services, while freeing up money for essential services. These ideas are important, but I feel residents will agree sidewalks and snow-clearing are more important.

Take a serious look at the Supervisor 101 program. It seems to be quite a time investment that costs the city money. Based on an estimate, they program will need approximately 20 days or 1 working month of time to complete within 18 months.	Reviewing this "revamp" and determining it's necessary scope could possibly save plenty of higher-salary supervisor-level employees time and thus the city money. Hourly paid supervisors will take this training, then charge overtime on other things because they need to get work done. This becomes expensive, very quickly. As well, this overtime isn't charged to the training costs, but rather the job being done.
Improve the corporate purchasing process by eliminating the need for paper forms and records. Electronic forms are the norm at current.	Reduce the number of printed pages, handling and postage costs to have things moved around departments. As well, having to fax out these forms such as purchase orders is archaic and costs money to use these outdated technologies.
Crash the IT project to create/launch electronic leave reports and electronic staffing actions which connect to Smart Stream. Get this project done ASAP.	Elimination of manual time spent tracking down staffing actions (who has it-- HRC or department payroll or other?), elimination of duplicate entry (i.e. into Smart Stream and departmental payroll systems and Excel spreadsheets), elimination of spreadsheets used to TRACK staffing actions. Implementing electronic leave reports will * eliminate the movement of paper leave reports and time wasted for approvals (in some cases multiple approvals), * eliminate duplicate/triplicate entry of the leave into Smart Stream, Excel spreadsheets, Access databases * improve accuracy of sick/vac/EDO/SDO/etc time banks * eliminate the need to reconcile above time banks between systems like Timberline and Smart Stream (which often vary requiring investigation as to why), departmental payroll spreadsheets and Smart Stream, etc * eliminate departmental payroll teams from being asked how much time is in an employee's bank Implementing electronic leave reports and electronic staffing actions will save tons of administrative time and increase accuracy in time bank values.
Slash/freeze upper level management salaries	It will help retain motivated young employees, and reduce inefficiency and overspending
Corporation requires an organizational audit and realignment from an operational model to a hybrid model that promotes accountability and citizen centered service delivery model.	Reduction in FTE's There is a lack of accountability and significant redundancy in several positions.
Retire systems that don't work. TSE, TMA and Timberline are three systems that are people heavy and take way too much people effort to maintain.	Get a new system that works.
Create a Digital Contract Centre	Allow Procurement, Project Managers, Clerks, Solicitors and relevant internal clients to all have access to 1 set of contract documents instead of the 10 that are currently floating around the city and who knows which is and isn't accurate. The Digital Contract Centre should show the Project Manager every relevant detail about his/her contracts including payment statuses, all change order, bonding status', etc.
Go to an entirely digital filing structure only.	Allow all files generated by the corporation to be backed up, and not having physical copies reduces uncertainty in their accuracy. Reducing paper also reduces the cost to the corporation in both procurement of paper, O&M on printers and Risk that something gets lost.
Review administrations areas with constant turnover before reposting a position - what is happening - why the change - what is the cost of this turnover - fix the problems (monitor posting of admin areas)	people are our best and one of the most expensive resources.....if we are able to fix areas that are struggling and keep good people we gain efficiencies by reduced turnover cost/ retraining/ and more productive work environments
Contextualize SharePoint to the user, putting their common tasks and pages in front of them immediately.	Allow users to quickly achieve their tasks and activate workflows. This reduces lag time and searching, and could be done based on some simple relationships established between the Divisions, Workgroups and Service/Business Lines.

Eliminate useless sidewalk repairs.	I see all the time sidewalks with spray paint on them for repairs to be done. A lot of the repairs are so miniscule is seems like such a waste of time and money. I don't know how much it costs the City to repair a crack in a sidewalk, but I feel it sometimes unnecessary to do so.
Council, Advisory Committee, and Standing Policy Committee meeting agendas and minutes should stop being printed.	The mass amount of paper used/wasted on these meetings is insane. The councillors, members should be required to bring a laptop, tablet, etc in order to view the agenda/minutes.
Close all Leisure Centres on Stat holidays - or only keep one site open on each side of the river on stats (Shaw & Lakewood) Close Summer paddling pools during weekends in summer - operate non staffed spray pads only Review Monthly Car Allowance for employees - do they require it for full year or part of the year (June - August); For example do Recreation 13 position in Community Development, Program Design Coordinator positions require year round monthly car allowance? Parking stalls - revisit day parking for employees who work out of City Hall - do all current staff who hold a day time parking pass required one? Revisit external Rental groups - (swim events/track events) - start charging for use/replacement levy of computer equipment, computer/timing cables, starter blocks, competition diving boards, tables, etc. At TCU & prairieland there is charges to use projectors, extension cords, wifi, etc.	some cost savings in monthly car allowance, less rental/lease parking spots Staff savings during stat holidays closing paddling pools on weekends over the summer - savings in staffing/chemicals/program supplies
Reduce at minimum the printing of payroll reports; save them as PDF	Save paper and storage cost; also, the time saved by both clerical and payroll can be used to perform other tasks or increase efficiency in customer service
Make better use of city employees to limit paying out to outside companies	Savings by utilizing paid employees instead of paying someone else to do the same work while still paying our employees. Examples of this are using city flusher trucks instead of Envirotec (GFL) or McGills, having our city engineers work on projects rather than bringing in a consulting engineering firm
Limit outside work	Have a look at where the majority of outside spending goes to and see if some of that spending can be kept in house. Maybe it would be better to sign a deal with one supplier for useable items like gloves etc. Maybe work that's being performed by an outside shop and be performed by another city department or city workers. Things like pump rebuilds, vehicle repairs, vac truck and flusher truck work. Is it possible that millwrights working for water and wastewater can fix things for V&E or light and power, can light and power perform electrical jobs for water? Just seeing if more can be done in house rather than paying workers and paying the workers of private companies.
Why are there 7 SA's in Community Services? Does POSSE require that much high priced labour?	Save money
Why does communication staff have their own secretary? Why did the move they move their secretary to CSE and post for a new person and train a second person instead of just keeping her there and train one person once?	double training time and money. what level does someone have to be at in order to have administrative support?
Why does communications send people out for access training when newer applications could meet there needs and also train staff on newer systems that are being used for other things.	training dollars and proper use of staff
Get management and supervisor input as to ways we can use the hours worked in a day more efficiently. Enforce proper break, lunch and start/end times that each crew has.	Utilization rates of staff..... less staff !!?
I am not sure why we need so many marketing and communications staff. If our programs need that much communications then maybe our programs should be improved so they make sense for citizens.	Every position saved is easily $100k after salary and overhead costs.

Reduce positions. E.g. Councillors Assistant, Archivist's Assistant, Executives and Administrative Assistants, and Corporate Performance is out of control with Communication Managers. Increase number of red light camera intersections and photo radar locations.	More efficient use of existing resources and generates additional revenue.
Revise the policy of advertising the City Page in the StarPhoenix newspaper.	A cheaper solution should be found to getting the information out to citizens. Perhaps online.
Cut the I am the bridge campaign, should save about 14,000/year.	It will achieve the city saving money.
1.Increase Transit Charter rates by 10% (2017) and 2% +/- on an annual basis. 2.Re-activate one of two City Council charter booking policies which was changed in 2014 ('out of City of Saskatoon less than 25 Kms') Charters. 3.Maintain several older buses which are able to assist with 'in city' charter service at peak hours. . 4.recommend 'not' to invest in a new Charter program 'busHive Transportation Software' costing approximately $30,000 USD and $10,000 USD maintenance fees.	1. Saskatoon Transit charter rates have not increased along with the cost of fuel, wages since 2011. Price Charter service so Transit is guaranteed a modest profit at Operator overtime rates. 2. Travel distance 'outside Saskatoon' (up to 25km) charter cost is approximately a 50% increase. Several locations are within 10 to 15 kms. A charter bus which will travel from Valley Road, 90 kms per hour on Circle Drive to McOrmand Road (18kms at $105.00/$150.00 per hr.) Charter service was denied to special business and groups such as Novozymes BioAg Limited - Charter Estimate #2547 which was a loss of revenue of $2,070.00. Transit bus was unable to travel (the additional 3 kms.) outside Saskatoon. Saskatoon Transit is denying Seniors to enjoy an afternoon at the Berry Barn. Conference groups to travel to Wanuskewin Heritage Park and for Children's trips to the Kids play Barn. Charter Revenue - YTD Actual (Transit Accountant) - Denied charter service - lost revenue: 2014 - $84,835.82 (ATU/COS job action/High School Football); 2015 - $79,871.82; 2016 - $191,521.83; 2017 - $46,329.45 (to date). 3. Charter revenue wil have a cost recovery for vehicle licenses. These additional buses would could be assigned during the busiest time of the day ($150.00 hr) for charters and free up (new) buses for regular service. Saskatchewan Human Rights legislation regarding Low Floor Buses is applicable for Public Transportation not private charter buses. 4. After reviewing Bushive charter information, this softaware does not provide cost savings benefits to Transit nor the charter customer. Bushive System offers nothing more than the existing Saskatoon Transit DPC System. Quotes, Confirmations with terms and conditions, Scheduling, Driver Itinerates. To invest $40,000.00CAD in a charter system, plus $13,000.00CAD in maintenance fees, then (try) to integrate Bushive with the Trapeze system, COS Accounting System and ATU Collective Agreement guildelines. Dispatch would still require to manage charters manually (for dispatch) to tie in with regular routes and extras. Transit DPC Sytem provides the options Bushive system provides and the present Transit DPC System is integrated which allows Dispatch personnel buses to be linked regular or extra buses. Bushive program Charter Payroll option has to be able to integrate the ATU 615 Collective Agreement (min. call in pay, integrate attached charters to regular and extra bus assignemnts and Transit Payroll program. Bushive program will have to be integrated to the COS financial reporting, Transit accouting 'per running hour', payroll whether it is extend pay of staff with minimum charges of a bus or an extra and minimum call in pay as per collective agreement. Charters was purposely split between Charter Department, Clerk Steno invoice and Accounting Department to account for each all charters dispatched being invoiced.

A	1. Cost recovery for road maintenance, repair and new installations 2. Costs are handled by the people actually using infrastructure, not just the people who live in, and pay property tax to, the City of Saskatoon
Instead of contracting out the installation of irrigation systems in smaller parks, the Irrigation crew could preform this work in the early spring or later in the fall when winterization is finished. I am also a Journeyman electrician so I could do all the electrical work involved with the installation of a automatic irrigation system.	There would be a cost savings for the city by using it's own in house staff to preform the installation work. The work would be done right the first time and no need for return visits due to deficiencies which seems to be the common trend when dealing with contractors. It would also lead to better staff retention because the seasonal staff would be gaining a longer season by doing the projects in the early spring or later in fall which saves money on training new staff every season.
Build a video portal for the City, using a company like Worldplay Networks out of Calgary. Benefits include; - Gives us a Fully COS branded video solution; - Consolidates all of our video assets under a URL like video.saskatoon.ca that can help increase our SEO - Gives us control over comments / watch next suggestions - Improves marketing campaign opportunities - Allows us to create an online community that our residents can regularly interact with	Revenue opportunities; - We can sell advertising opportunities on our channels; - We could host all of our council Live Streaming (for potentially cheaper than our current solutions) - We could offer Pay-Per-View for LIVE Streaming high-demand events [we could license our portal to TCU Place / Remai] - We could offer Pay-Per-View for our best VOD Assets - We could empower the community associations with their own channels (under the City's brand) to drive greater online community engagement. - The Video Portal could function as an internal communications tool, where we could host training videos, with multiple-choice exams at the end to verify people understand the content they've learned.
Fix the AC/Heating at CSE.	I've been in CSE since we moved from T&T in 2014. A/C mini splits systems are constantly competing with each other and with the radiant boilers in all seasons. Some days Mini-Splits are pumping out cool air, while others are pumping out hot. During the winter the boilers are full blast, while the A/C units are pumping out cool. I would imagine that there has to be some operational savings in all seasons into the future. I know I don't run my furnace and A/C in the same season.

To evaluate the way corporate training is charged. Consider moving to charging an annual average cost per employee for in-house training (i.e. if the average employee enrolls in 3 sessions a year, charge approx. $175x3= $525 per employee. In a division of 55, the annual training cost to budget for would be approx. $29,000. Moving to a fixed amount per employee, reviewed on a regular basis, will aid in developing a 100% training cost recovery model and free up administration associated with charging and paying for individual sessions. For out-of-house training that requires the hiring of a facilitator, continue to charge registration fees on a cost-recovery basis.	1) 100% training cost recovery model 2) Encourage training registrations, since divisions will be paying a fix sum per person 3) Reduce program administration
People love lotteries ... this idea is fashioned off of the 'extra' on your 6-49 ....except for the utility bill, and the yearly municipal property tax ... with additional charge of $5-7 per year on Tax Bill, and $5-7 on Water Bill to be enrolled in the 'Property Tax Extra', whereby you get your taxes or utilities paid by the lottery (or a lump sum credit to your account), or your utility bill for a year paid ... Rough Math on 60,000 properties residential ... have a lottery pool whereby a maximum of 10 properties would get $5000 credit on account and the cost is $5 per year ... $50,000 to credit tax accounts - $250,000 straight to revenue ... or a pool where a minimum of one property gets a credit with a minimum of 10,000 folks signing up. This is cheap fun, and people will love the chance of winning their taxes or utilities for a year or more depending on how fancy they live.	The Totland Extra Lottery will be a straight gain to the bottom line of a minimum of $45,000 to max $250,000 for general revenues; plus a similar event and money for the Utility (probably just do Water/Recycling) ... so it could be an easy $4-$500,000 .... With a lottery license easy to get for municipal governments. It will also be fun in the media and the communications folks can have fun with it ... have one draw per month per category to keep the momentum and publicity going .... The numbers and set up are variable and it could be scaled up or down.
Reconsider centralizing customer service on the 1st floor. Consider investing those dollars in moving services online, and re-aligning IT and/or IT systems.	1) More online services will provide better, and more accessible, customer service to our residents 2) Create efficiencies (process efficiencies and more efficient communication) across the corporation 3) A more proactive image for the City
Is it possible to get our business cards from a company like Vista Print on line?	It would be a huge cost saver for the City of Saskatoon, we would get our business cards much quicker and the way people change jobs and departments within the corporation so often, it wouldn't be such a money drain.
Use filtered water at the ice rinks. Filtered water freezes at a higher temp, thereby reducing the refrigeration costs. Also, it freezes firmer, reducing the amount of ice that needs to be scraped off between uses, thereby reducing the amount of water applied. I understand that filtered water is more expensive, but it would be interesting to see the ROI and the length of time to achieve it.	Reduced water consumption and refrigeration costs at the rinks
For legal suites, give the owner the choice of having one or two sets of garbage/recycle bins. My house has a legal suite and I chose to only have one set as we do not generate much waste or recycling. The second set was dropped off at my house - it seems the legal suite permit application triggered an action to send these. I was not aware there was a method to request additional bins - this should be highlighted for legal suites. Having another set also makes less frequent garbage pickups much more bearable.	Allow citizens/customers to choose the garbage bin level that suits their and their tenants needs.
Compare the travel budget of Saskatoon Police Service to the travel undertaken by the rest of the Corporation. I suspect the City could save a large sum of money bringing the SPS travel budget into line with the level of travel experienced by City Hall staff. The number of conferences attended by SPS staff is incredibly disproportionate to the rest of the Corporation.	Cost Savings
This is an opportune time to stop the practice of the City paying for clothing that is non-uniform and non-safety. The fact that inspectors, meter readers, WTP maintenance staff and other non-uniformed employees around the City have clothing allowances that are not PPE or for standardized uniforms is not a fair use of tax dollars. I realize that these allowances have been written into union contracts but would like to point out that it is distasteful as both a tax payer and a female (it seems that these areas are traditionally male dominated). These costly clothing allowance perks likely came about due to a member of a union executive fighting for extras for their own small work area.	Cost Savings

Focus on efforts to reduce/eliminate overtime through better management and incremental hiring practices.	Hundreds of thousands of dollars are spent on paying employees overtime according to the Public Accounts report. In many cases these are likely additional hours that could be eliminated through better management and more efficient work habits. In other cases these are incremental hours of work that are needed - however the spend on them could be eliminated by allocating them to another FT employee with spare capacity, or cut in half by hiring a PPT person to work those hours.
adjust development permit fees and adjust concept plan fees to more accurately represent the costs of the associated work	increase revenues
Alternative sources of energy. Solar power. Yes, it requires an infrastructure cost up front. But that is what reserves are for, capital improvements. If we cannot use the reserves to address our budget issues, lets start seriously exploring alternative ways to function for less cost.	Reduced utility costs for all our buildings.
Alternative sources of water for irrigation. Irrigation is a huge cost for green space, water costs for spray parks and paddling pools. Collect this water, filter and sue for irrigation. A capital outlay to start but significant savings down the road. Grey water irrigation for green space. prevalent in southern USA. Should be designed I new developments for collecting, filtering, and reuse as irrigation for parks and lawns.	Huge cost savings and environmental savings.
Reduce the amount of garbage bags being disposed of by having the janitorial staff only remove the bags with food products on a daily basis, rather than a bag with only a few things that could be left for a couple days. There could also be an agreement within offices for a specific garbage for food waste that can be emptied more often. Everyday my garbage is removed with only a single item in it.	Reduce the cost of garbage bags on a large scale. It will also reduce plastic waste.
Employee password recovery for locked login accounts. Currently IT must be contacted to unlock login accounts. If when an employee account was set up it included the employee answering a series of preset questions which could be used to verify the employee to allow the employee to unlock the account.	saves time and money
Review development permit process to identify opportunities to establish a 100% cost recovery program supported by the generation of fees for service.	Transfers appropriate costs for service from mill rate to user fees.
Develop a comprehensive City wide stores and material management strategy	Ensure we have a strong strategy for managing all our material requirements including parts, consumables, PPE, inventory controls, dispersement, storage, ordering. Also includes staffing plans, determining appropriate physical and employee resources. Includes a balance of internal vs external contracted resources. Examine the option of developing blanket contracts with external materials providers who can supply and stock materials in cabinets (e.g. Vallen). We could therefore defer staffing and inventory to an external supplier where it makes sense. This would improve accountability, material management and reduce waste, material loss, etc... The strategy would clearly outline where and why the City would take full responsibility of some resources and where external resources would be best to handle other materials.
During non-business hours, allow for paid public parking on lots currently designated as only for use by city staff.	It will generate revenue for maintenance of the parking facility and possible additional general revenue.
Reduce the service level on statutory holidays at the Leisure Centers. Currently, most sites have the same hours of operation. Could consider closing earlier on December 24th too.	Staff cost savings; utility cost savings.
Close the Terry Fox Track during the summer months.	Reduce expenses.

Renovate the washroom / change room in City Hall basement - knock out the two large multi-purpose washroom/change rooms and replace it with 3-4 shower stalls and 1 small bathroom.	With increasing emphasis on Active Transportation more and more employees are riding their bikes to work. The problem with our current facility is that often during commuting hours the two available change / shower rooms are tied up by facilities staff using the washroom... and equally having two is too few for the amount of people using them. Creating a greater number of showers / change rooms / lockers (like at a YMCA) will remove a barrier for people wanting to bike to work. Encouraging greater AT use will not only reduce a loss of work-time for staff waiting for available change rooms, but it will encourage healthier lifestyles, resulting in cost savings in reduction of sick-time / disability claims.
The City of Saskatoon offers the Leisure Access Program. Successful candidates receive a leisure card (either individual or for a family), one registered program per year and complimentary tickets to the PotashCorp Playland rides. Although it is important that all residents of Saskatoon have access to leisure opportunities, the program could be tweaked. Candidates should still get the leisure cards. However, the registered program and ticket amounts should be altered. There should be a cap on how much the city will spend on the registered program. In the past, the city has paid for certification courses that cost over $350. The max limit should be the highest cost of swimming lessons. It is felt that complimentary tickets to PotashCorp Playland are not needed. If the city wanted to provide tickets, they should set a maximum per year per family. The city could also charge a $5 or $10 administration fee for the Leisure Access Program. Candidates do receive a lot out of the program.	In 2017, the city has spent over $10,000 within the first six months of the year paying for registration fees for the programs. If there was a cap on how much the city was willing to spend, this would add up throughout the year. Charging a small administration fee for the card would help with the costs of footing the bill for the registered program fee.
During the summer season, the leisure facilities patronage drops off. It is felt that not all facilities need to stay open until 9:00p.m. on weekdays. The facilities that do well each night could stay open until 9:00pm. The facilities will lower patron numbers could alter their operation times (one night Lakewood could stay open until 9:00pm and the next night Lawson Civic Centre could stay open until 9:00pm).	Staffing costs would be reduced (Rec staff, Cashiers, Lifeguards, etc).
Patron numbers for drop-in fitness classes drop in the summer season. The city of Saskatoon needs to review how many classes are offered during the season and when. For example, if the Saskatoon Field House has an evening Spin class, the Shaw Centre should not have an evening Spin class. Yes, the facilities are on different sides of the city, however, if patrons want to go to Spin class, they will drive to what facility it is being offered at.	It is difficult to find instructors to teach in the summer. It would also be a cost saving to the city because if we are not meeting minimum participant numbers per class, we are not covering the cost of the Fitness Instructor.
Offer an early retirement incentive plan	
Apply a portion of money from claim recoveries to deductible reserve to relieve pressure on mill rate	Cost Savings
Review corporate procurement of office supplies – perhaps there could be savings if purchases made from bulk dealers	
Devise a corporate summer student/intern program	Efficiencies in corporate alignment
Energy saving measures and revenue potential – increase recycling, turn off lights, explore solar energy for City Hall and other civic facilities, implement solar strategy which may lead to revenue for SLP	

Large scale event rentals (swim meets, dive meets, etc.) that utilize the Daktronics Timing Systems at the Shaw Centre should be charged a flat rate per meet. The City of Saskatoon has technical support that is either on-site or on call for the meets. This is not cheap. It is believed that other cities have a rate that events have to pay for using the equipment. Other than the large score clock, the Shaw Centre does not use any of the timing systems on a daily basis, however, they have to pay for the upkeep of the equipment so it is usable by the clubs. The clubs should have to cost share the maintenance costs.	Charging an equipment fee for events would help to pay for the cost of the technical support. This would also help to pay for maintenance on the equipment throughout the year.
Review retention policy for files and other material sent to Crown – dispose of extra files, savings of storage fees	Cost savings
Review fine amounts for life safety offences, repeat offenders, etc	Additional Revenue
Review booting/impounding fees	Increased revenue
Apply additional fees for out of town users of civic services	Increased revenue
Lobby the Province for the ability to implement a penny tax (or the like) for all transactions in City	Increased Revenue
Purchasing/sponsoring of civic facilities and structures	Purchasing/sponsoring of civic facilities and structures
Explore contracting out of public transit	
Better management of overtime	
Continue with continuous improvement/LEAN initiatives with a view to cutting waste – encourage employees to take accountability for actions and encourage managers to enforce rules (have a period which is discipline-free to correct behaviour and then start taking more serious disciplinary action on a standard scale or schedule)	
Get rid of all the tax abatements How much is the city's tax abatement program liability??	It will make taxation fair and property owner pays their fair share. Also will reduce the tax increase as a property owner.
get rid of the police motorcycles	they are unsafe and mostly useless in any police work and for our Siberian weather even more useless.
Increase animal licenses to at least $150 per animal	Pay for some of the infrastructure and maintenance that the city provides for animal owners
Sell the farmers market or what I call a ghost town. It is not active enough during the week.	Bring revenue to the city.. It is not providing much to the city the way it is operating now. It needs a serious change and start to generate more money for the city if it stays. It is only open 1.5 days a week in total ... that is not acceptable.
the new art gallery is way over the top for the city ...even if the city is paying for only 1/3 the cost. This art gallery is to big for even New York City.	I guess the city is stuck with it ... but going forward with operations will always be stressing the city....I guess we could demolish the new art gallery to save money. But that doesn't make any more sense than building it!!
Conduct a Core Service Review by division requiring each division to identify its primary services (core and non-core)and provide recommendations for: increased efficiencies, cost savings and opportunities for improvements.	To save cost and achieve greater efficiencies in the administration of our services.
As a carrier in the eyes of the provincial government we are bound by the Commercial Vehicle and Driver Record Keeping Regulations. Under these regulations we must keep on file a driver abstract for each of our drivers which must be renewed yearly. We usually have anywhere from 2500 to 3000 drivers at any given time. Based on the $15.00 cost per abstract the total can be anywhere from $37,500.00 to $45,000.00 per year. SGI has recently allowed us to obtain an electronic copy for no charge through MySGI. I am the only one with access to these employee abstracts. In order to make this happen all drivers must sign SGI's form. HR has refused to assist us in using this form although they currently have our corporate Driver Abstract Consent Form signed at time of hire. Going this route would be a significant yearly savings in our budget.	Significant yearly budget savings to department

Review our internal approval processes and consider where they can be streamlined to create efficiencies and reduce costs. We've added red tape over the years; are we adding value? Are we really saving money? For example, the cost to the City of a sit-stand desk attachment is $800 installed. However, the approval process now involves at least 7 people (and requires the employee to authorize their health care provider to release otherwise-private information, and then widely circulate it). That process costs more than the $800 equipment - it's just not as obvious as the furniture budget. And that's not factoring in the cost of sick time, increased use of benefits, etc., some of which could be prevented if people aren't sitting all day.	Greater efficiencies, better use of staff resources.
Establish a city owned and operated concrete and rock crushing facility at Recovery Park by the Land fill. Getting Recovery Park up and running is a joint initiative and equally important.	The concrete and rock crushing facility will divert a considerable amount of material from the land fill that is not only recyclable but also in demand for roadway and infrastructure projects. It will extend the life of the land fill and reduce costs for future city infrastructure projects
To set up an independent whistle blower hotline and whistleblower protection policy.	This will give employees the confidence to report allegations of fraud including misuse and misappropriation of assets. Currently there are no such systems in place and employees fear reprisal and job loss for any reporting. Unfortunately I am of the understanding that anyone in the past who has made a formal complaint or made a grievance through the union is no longer working here (ie rock the boat = lose your job).
Reduce the amount of management personnel by consolidating groups and reassessing management requirements (ie supervisor instead of manager)	Decreasing the number of management personnel will reduce the monies paid in salaries.
Reduce the number of all leadership & management meetings by providing information from City Manager to GMs, GMs to Directors, Directors to managers/supervisors, managers/supervisors to staff. Using technology such as surface hubs, conference calls, or video conferences for meetings.	Cost savings with reduced costs for meeting facilities, food & beverages, travel allowance, parking, and employee salaries used on wasted time due to travelling for meetings.

AMI stands for Automated Meter Infrastructure, this system is one of City Hall's newest and most technologically advanced systems. Unfortunately, due to a change in IT management during the course of this major project, the incredible success of this project has fallen prey to a number of misconceptions as well as misinformation. Causing one of our greatest IT successes to be considered something of a mistake or an embarrassment. Nothing could be further from the truth.The AMI project was set in motion (development) during the summer of 2015, and it began with an incredibly radical and unthinkable decision. The kind of decision that would ultimately save the City of Saskatoon somewhere in the neighborhood of half a million dollars and keep us from developing an IT dependency with yet another external business partner. It began with the decision to perform the AMI system integration in-house, using in-house technology. If you are not familiar with IT solutions this may not seem like a very radical decision, so let me provide some context. Util-Assist, our external business partner who was helping to oversee the execution of the AMI project connected us with a business provider who was prepared to setup our AMI integration by utilizing specialized automation software. As they explained during this introductory meeting, they employed thousands of experts around the world, were a major Microsoft partner, and serviced over half the Fortune-500 companies. They went on to explain that in all their years of business, they have never once encountered a city that had the in-house expertise to handle such an integration, let alone have the in-house software necessary to accommodate it. We kindly explained during the meeting that we felt confident we could handle the integration with our own people and our own technology. This external business provider thought this was laughable, and they did just that. They continued with their presentation by explaining the critical nature of approximately two dozen technical features that only their software solution could provide. They were shocked when we confirmed that our software handled each of those features, and they were speechless when we listed off another dozen technical features we felt were critical for the success of the project, features that their software did not have. Roll the clock forward about 9 months later during the spring of 2016. After a string of management retirements affecting the project, and the discovery that our in-house CIS utility billing system had a number of concerning differences from other municipalities, causing technical hurdles to the integration process. In a review meeting with Util-Assist and MeterSense, along with key project members from Revenue and IT; the representatives from these companies provided us with some very interesting feedback. They explained that when they heard we were going to tackle the integration process ourselves, they were shocked, and also very concerned. They went on to explain that after seeing how we integrated with the AMI technology, they had to admit, it is the best integration strategy they have seen in the business, better even than the major centers in Ontario.	20 Million in Savings A new revenue stream that could reach extremely significant profits annually.
Convert the Divisional business planning document into a SharePoint workflow. Creation of a standardized form for the submission of each initiative identified within a business plan.	standardization of a form would allow all key information to be searchable with SharePoint. Instead of asking each division to identify initiatives that require IT, diversity, or which of the council priorities the initiative aligns with, the form could include a series of questions or boxes to click to easily gather the information. This would eliminate duplication within the business plan themselves. Once in sharepoint, the options are endless on how the info can be pulled out allowing for each division to pull out information they need.
Replace the PSA and Road Report emails with a periodic email with instructions or a link to instructions for how someone can create their own RSS feed to them. It can also have a link to the web site where they live. The monthly email, will allow new staff and existing staff who may wish to re-subscribe the ability to access them again. My City could have a link to instructions posted on Saskatoon.ca for how to subscribe to these service announcements. This email could also have additional links of interest for new staff...a link to the training site, employee information, a link to resources or SharePoint sites that share these resources.	Save staff much time. Between creating rules to delete them and getting distracted by them when sifting through email I'm sure I have wasted at least 3 hours a year on avoiding them. For the information sharing idea, City of Saskatoon employees often have an "I assumed you already knew" perspective. This would help take a step closer to breaking down some of the information boundaries at the city.

1.Possible Additions of an audience driven section containing a link to division and team sites that City Clerk's staff can access s://mycity.saskatoon.ca/corporate/clerks/Pages/default.aspx Have each area do workshops to identify their business processes and review them to ask why are we still doing this work this way? With the availability of the SharePoint workflow tools and other corporate software, we no longer need to have so many manual processes. We shouldn't have the perspective of "Well they like a printed copy of that" or "We have always done it that way" or "*they* like doing it that way". 1. We need a policy to push for less paper use, we need to make it not okay to print extra copies if there is already an electronic copy of a file/form. Everything that is printed should be assessed regarding where the printed copy fits in their business process. Is it extraneous? Could it be replaced with something electronic? 2. "We have always done it this way" isn't just a statement revealing someone's unwillingness to change, it's a perspective that keeps others back. Back from new ideas, new efficiencies, and engagement. It discourages new staff when this is a perfect time to change. Thinking "they like doing it that way" comes from being told that, not actually talking to the people that are being talked about. When someone who has been here a long time starts spouting "they won't, they can't, they don't" about other groups it marks them for new staff. We start - over time - thinking that maybe they are right. This year I talked to someone whom I had heard over and over again were the bottleneck to an issue, when I talked to them, they wanted the change. No one is talking to each other. When I started - not too long ago - there was a lot of this thrown around, now that there are more new staff, it's being mentioned less but it is still in the culture. We are used to hearing it so much that we - even new staff - assume that these negative boundaries and perspectives are still strong and real. In the last year I have noticed that most of the time when I think "they don't want to", "they haven't thought about this", "they are always resisting this", I am pleasantly surprised that people don't feel this way anymore. I'm not sure if it's retirements or the addition of new staff, maybe training? but people are stepping up. I would like this positive change to be acknowledged and verbally recognized as a good thing. Management needs to be the first to say that we are interested in moving forward, being autonomous, letting people be innovative. Upper management needs to work on creating a culture where these old perspectives are challenged and not in a "don't think that" way. Do it by putting us in rooms together, working together, providing cross department opportunities for us to show our similarities. Corporate training has been a great way of doing this. Every time I take a course, the most benefit is that I get to know the people I help, could help or that could help me do my job better. We are able to challenge each other to change if given the opportunity. We just need management to not just value it but walk the walk.	Bring the truth to the forefront, start to remove these marks against areas, people, ideas. Let us get to know each other, it's human nature that we don't think of others as individuals if we haven't known them as an individual. We shouldn't think of a thing when we think of "Revenue" or "Transit" or "IT" we should all have an idea of who the people are in those groups, and maybe even we should all know someone from each of these areas. We need to put a face to these areas or roles. And it's not just one face. And I want to know the faces of management. what do you believe? how do you want to grow? what do you think we are capable of? Maybe management needs to start a SharePoint blog.
Get rid of TSE what took me 5 min on paper takes 20 4x as long	it would save $1 million a year in lost time spent at these useless computers
Much time is spent by enforcement dealing with complaints about vacant lots and properties where there is an absentee landlord. This is true summer and winter. Properties are not maintained and adjacent sidewalks are not shoveled. The city makes it very affordable for large companies and landlords to own these properties year after year. Often cheaper than cleaning them up. I believe that every year a property is neglected and left vacant - boarded up or fenced (old gas station sites) their taxes should double until either they sell or spend the money to clean it up. These properties are everywhere. They encourage dumping, impede mobility, and are an eyesore for tax paying residents in their neighborhoods.	Long term prime locations will be used and not be an eyesore. Short term all the different departments will not waste valuable time and resources checking complaints, tracking down these landlords and attempting to get them to look after these properties.
I believe any group using the riverbank or downtown areas need to pay for all the private parking they require. It is not fair that every citizen needs to pay for parking and large groups who are using our streets and parks (and making money at it) do not have to pay.	People (groups) will not stop having events just because they need to rent the stalls and even if given a cut rate it would be better than nothing at all. The standards should be the same for everyone.
I believe that before the city spends large amounts of tax dollars on small groups of enthusiasts ie museum goers or bike lanes for riders - some type of a vote should be taken. A minority of people utilize these very expensive endeavors and money could be better spent on our older neighborhoods that require immediate attention and upgrading rather than constantly snow clearing and maintaining bike lanes for a few.	Short term people mind taxes going up less if they feel they have input as to where its being spent. Long term same thing.

Review all of the salaries from last year and flag all the people who made more than 10,000 in OT last year. For each one. Review the business requirement which is necessitating the OT and see whether it can be made more efficient: use technology and automation, or plan better? Re allocate resources from other areas? Cross-train people who make less $$ so that they can do the OT. Staff who make the most $$ should not be the ones doing the OT if someone making less can do it just as well. Always ask the question: is there someone in a lower paid position just as capable of doing the work? ...ask questions, know your staff. know the gaps.	Save OT pay and time, increase the # of people who can do something, decrease the time needed to complete processes (during work hours) so that resources could be reallocated to other things.
Utilizing high school kids to volunteer their time through an industrial arts course to build small City buildings ie: park sheds.	This would be project based activity. Any building or structure that is simple, shed, garage could be built by the students. Kids would get a feel for their community and their city in a bigger way as well as it would be a huge cost saving in salaries. This has been done in high schools where the kids have built a private garage, so why not something for the city they live in.
More opportunities to work from home for non front line employees.	Savings on office space, leases and operating costs.
EDO's everyone second Friday.	Additional EDO's to lower compensable working hours within pay period (i.e. 37.83 to 35 hours per working week).
Year round bi-weekly garbage pick up.	Cost savings through no weekly pick up during spring/summer months
Toll booths on Martensville/Warman Highway coming into the City	additional revenue generation
Higher leisure fees (i.e. swimming lessons) for out of city residents	additional revenues
Higher taxes for vacant (parking) lots	Spur development on vacant sites, additional revenues
Streamlined processes for all land use applications (development permits, rezonings, subdivisions) through a "cut the red tape" exercise.	Generate additional tax revenues, economic multiplier effects, etc.

I work with the Systems Team in IT. We deal with the servers for the corporation. My idea is to change the way we deal with development and staging servers. You see, typically when a server needs to be built for an application (Microsoft Project or Documentum and so on), 3 servers are actually built: Production, Staging and Development. Development allows the developers to try out new changes without putting them into effect and Staging is for changes that need to be tried out over a longer period of time before being put into Production. But inevitably many of those Staging and Development servers get very little if any use. Not every application group uses them for changes and not every piece of software has changes done to it using a development environment. My idea is to change this model. In my proposal Staging and Development servers would not be built by default. If an application owner wanted them, they would have 2 options: 1. Propose a business case to the system architect for having them built the current way. 2. Spin one up themselves in an Azure cloud environment.	1. It will save money because many application owners won't ask for them to be built anymore, the number dropping even more as they get used to the idea. We currently have around 200 Development and Staging servers. I don't have hard numbers on how much money their elimination would save, but I would make a very rough estimate as high as $200K. This includes things like computer and network resources, power consumption, and administration costs. 2. It will also save us money if they choose to spin one up in the cloud. The great benefit of this second method is that typically such servers only go on a pay-per-use basis. If we build them a server the traditional way, it keeps running day after day consuming a certain amount of resources while idle. With this particular cloud method all the only costs are for the computer resources that are actually used by each server for a particular task. After each task is complete the said server goes into "hibernation" so to speak and costs nothing to the end user.
Create a community for Business Analytics. With all the intelligent people here at the City of Saskatoon, we need to generate a movement to make smarter decisions. We collect a lot of data and we can give live feedback on how we are doing as a corporation.	We would be able to make smarter decisions with valid and live data. Compare this business intelligence to driving a vehicle, when looking at reports currently, we are looking in the rear view mirror. However, live analytics allow us to drive while looking forward, through the windshield. I don't have all the KPI's for each division, but I would love to lead this group. However, this group would require an executive sponsor. Someone to help make sure it remain relevant at all levels. One live analytics report that I am currently preparing is within IT, is a live budget report. This will show our fiscal spending as it happens and will make sure we are on track. It is difficult right now to react a month later for any GM, Director or Manager. This live view could save us thousands and create better, smarter decisions.
We've got to spend money to save money! Building envelop retrofit at CSE -- this building is literally from the 50's and needs modern windows to keep the elements out. The ability to turn the lights off would be good too. Also, how about a solar farm on the roof like the Two-Twenty solar co-op?	Investing now in building systems (capital) to reduce costs in the future (operating).
We need to start having User Groups and Contractors put a refundable deposit down for keys and access cards that they sign out from the city. $100 for user groups, $250 for contractors. If they don't return keys and cards we keep the money to off set the cost of cutting more keys, potential keying of locks and the purchase of new access cards.	This will hopefully ensure that we get keys and cards back and save the city some money. If you are interested in pursuing this I would certainly be available to give you more details as to what the current process is.
As you know we have been looking at the possibility of purchasing an ERP system; and it will be one of Saskatoon's largest expenditures. I recommend that management consider an open-source solution. Meaning we would have the option of updating and maintaining the source-code directly. Our original CIS purchase had this agreement and it has saved the City millions of dollars in ongoing support and contractor fees. In an RFP the closed-source would likely come in at a lower quote value, but the vendor will have the ability to make up the difference, and much more, through ongoing modifications, business tweaks and support.	The concept is simple. Think about purchasing a car. If it is a closed source the only place you could fix it would be at the dealership. To fix some closed source solutions we pay the vendor upward of 200 dollars an hour. If we went open source we could develop in-house expertise and a fraction of the cost.
On the CIS system (Utility Billing) we purchased the source code from the vendor. That allowed us to save millions in consulting fees and allowed our own staff to customize solutions. If upgraded to a .NET solution we could keep running the system. There are tools and in-house expertise to accomplish it.	It would save millions on developing a new system. Ask Federated or the Federal Government. If we had more open ERP we could integrate this system with minimum of disruption.
Leave Silverwood Dog park as is. I live in that area and with the budget situation and chatting with others I think leaving it would be viable and a cost saving. I wouldn't let my dog off leash there anyway because of coyotes.	Cost saving of constructing a new fence

There is a lot of administrative duties that take away from valued work. Sometimes resources are taken away from essential services and put elsewhere. For example the Utility Billing that handles millions is 2 short from the previous administration. As a manager I would not want to scrimp in that area as consequences may hit the paper.	A constant revenue flow
Install bigger fans and LED lighting in the track area of the Field House	Lower utility costs and cooler air temperatures in the summer (which may increase usage)
Hard hats for people setting up signs instead high vis hats	not as uncomfortable and better face cover from sun
Eliminate our greenhouse and associated resources to grow plants for flowerpots and parks and RFP for supply of plants for a set term contract.	Eliminate the need for a costly facility to operate and maintain and the associated staff and input costs. It is likely a much cheaper option to have another greenhouse in the city grow these for our use.
Close all the indoor recreation facilities on Sunday's to match the public library closures during the summer months (June - September) and also close the recreation sites on statutory holidays through the year.	Savings on wages and benefits especially on stat holidays together with less materials used to operate the buildings during these times. (eg paper/soap products in washrooms) Wage savings would be noticed in 2 departments not having to pay higher wages on stat holidays.
Open only one outdoor pool on each side of city.	Operation savings by not having to maintain, staff or operate 2 sites.
Don't heat the outdoor pools.	Savings on energy costs.
Close Recreation Centres Sundays and Holidays for the Summer season only to match libraries and other civic services.	Save on labour: programs, operations and maintenance costs. Currently low usage and little value lost to citizens.
Examine the idea of replacing sick time with personal days off. 3-5 per person. How do other Cities / businesses manage attendance issues and promote employee wellness	Reduce sick time expenses. Will require a thorough review of time management practices with other businesses / cities. We could be a civic leader across the nation? Internationally... Will require extensive consultation with the Unions. Will require development of a thorough fit for work strategy. As people may come to work sick we will need mechanisms to send sick people home where they would use their personal time. Need to dovetail with accommodation and LTD programs. Would reduce administration time on managing sick time and attendance programs. Potential to save $$$ is extensive. Challenging to implement but worth a review.
Better management of spending across the organization. Some divisions have operational budget money that is not essential to core services but they have to spend the money or there is fear that it will be lost / taken from them. Therefore they purchase items that are more "wish list". Other divisions have pressures on their budgets that may result in reduced service levels due to extraneous circumstances out of their control and they cannot purchase needed items. Have vs have-not dilemma. Develop a mechanism to share resources better where some divisions can support others in time of need. A system that does not penalize a group for underspending of budgets.	Better use of resources. Decreased variances and improved services to citizens. Unsure how and if it can be implemented but worth some analysis.
Park and Ride, straight no stop to downtown from major centers like Wal-Mart's, Confederation Mall, Circle Park Mall, Lawson, Stonebridge Wal-Mart or Home depot or the new Transit COC for employees or others who work downtown.	Less cars downtown and less parking congestion. Many City employees and others whom work downtown commute from out of town, so have to either park down town and pay $10+ per day or park 12+ blocks out and walk or bike 15 minutes(fine in Summer). This would allow them free parking and then the cost to ride the bus. 2 fold - Offer new service and increases transit ridership = money for the city
Get a new update corporate wide time management tracking system and a new payroll system that is loaded with problems and isn't segmented or divided into so many sections that it doesn't talk to work together.	A proper tracking system that isn't ancient and a payroll system that isn't loaded with problems. Too many people are manually keying information for staff time, and for each keystroke entered it creates mistakes exponentially. Too many people are not getting their proper payment, hours are missed, and not everyone can check their paystubs because they have no access to computers. By the way, it says in SK labors laws that everyone is guaranteed access, so there could be violation of SK labor laws here.

All Saskatchewan municipalities face common tasks.... for example printing , folding, inserting & mailing out of transactional mail ....utility statements and tax invoices. The City of Saskatoon Printing and Mail services may have some lower production costs to create transactional statements (printing/folding & inserting) . Our equipment could be more robust than equipment used by smaller municipalities. The cities could have higher cost per copy for print & lower impressions per minute on their MFP's . Their folding and inserting of bills may be done manually. Could it be possible to offer the service of the printing & preparation of transactional mailings to other municipalities? (Examples could be PA, NB, Yorkton) . Print files could be sent electronically and produced in our facility (Print/Fold/Insert) and upon completion the City of Saskatoon could deposit these items to the CPC facility in Saskatoon.	Potential revenue generation for the COS and cost savings for the other municipalities.
There is a plan to put a wall around much of the WTP. There already is a fence around most of the plant which doesn't need to be replaced. Add more fence instead of a wall. No matter what is put up people will get in if they really want to.	This will reduce the cost of the project by about half. It will also eliminate graffiti and hiding spots. What does CPTED say about this project? Kids are more likely to want to climb a wall than a fence to see what is inside. The WTP doesn't need to look like a fortress.
As we become a larger metropolis I feel we need divisions focusing on their business mandate and the costs for all activities related to that mandate to be transferred into their budget so they can provide those services in the most efficient and cost effective manner. Some examples are: •Urban Forestry should complete all work related to trees in the city related to public property instead of Facilities being responsible for some trees when we do not know how often they should be checked for disease and damage, etc. •Facilities being responsible for the care and maintenance of all Facilities/Structures/Amenities in the City of Saskatoon owned and operated by the City. (SLA's are being made up at this point to quantify and document frequency and level of expectations) •The operations of all Board run facilities should be run by the Board (ex. Make to Libraries and Remai similar to TCU Place and Sasktel Centre) for simplicity and efficiency of operations management while the Facilities Dept. would oversee the Capital Management. •The programming of all services for the Community should be run by Community Services (ex. Albert Community Centre management should be administered by Community Services. Facilities Dept. would still maintain the building in partnership with Community Services similar to other Community/Public service buildings.) •Facilities should manage the Tree Grate maintenance as this has been a hot potato for many years and no one wants to take ownership of all the grates leaving some unattended to and a potential liability issue. •Facilities should be responsible for all graffiti on public amenities/structures in the City. Businesses (Sasktel, Shaw, etc.) would be charged back when their infrastructure was cleaned.	Having Departments that are trained and experienced in a specific mandate complete all the business tasks related to that mandate in the City of Saskatoon reduces costs that are a result of inefficient processes. These processes that other Departments use because of lack of knowledge, lack of trained staff that take longer to figure out what is necessary to be accomplished, and having to bring in outside contractors to complete the work at an increased cost overall could be avoided by the correct department having oversight of the specific mandate in the first place. Also the question of liability and risk management comes into play when questions of contractual obligations and precedent setting decisions are made by those not familiar with standard practices or previously established procedures. (ex. Community Association agreements (MOAs) and Facility Lease agreements). Further to this point, when there is more than one department handling documentation of a certain type (Leases, MOAs, Building As Built, etc.) a lot of confusion and an unnecessary waste of staff time is spent tracking down these documents when this could be avoided by one department being responsible for them. Finally having the City responsible for all Graffiti in the city is a lot more efficient and will save costs to all parties as well as providing a superior public service by addressing all graffiti in an area.
Address abuses of leave allowances – namely sick time.	Savings
Move notices being sent by addressed mail to strictly electronic.	Savings

Management training to increase productivity, cut down on time leak, and organize more efficiently.	Increased productivity and efficiency
Fewer management positions with more responsibility (broadened scope, more direct reports, etc.).	Savings
Review permit fees to ensure on par with similarly sized cities.	Increased revenue
Dedicate staff persons to Council correspondence at a mid range salary, and remove senior management from process.	Frees senior management's time to deal with managing their staff and divisions/departments.
Make the necessary changes so that we're not paying exorbitant amounts of overtime.	Savings and improved public perception of City Hall
No sound walls for communities where noise-causing infrastructure was there before the homes.	Savings
Review user fees and ensure they're on par with similarly sized cities.	Opportunity for increased revenues.
Allow staff to opt out of PSA and Road Report emails, and restrict the use of the 'Everyone' email to important tasks (no retirement announcements etc).	Not having to deal with unnecessary email will increase productivity.
Enforce good tree pruning practices on Saskatoon Light and Power arborists - no heading cuts	If pruned properly at tree is less likely to sprout. When heading cuts are made, such as are currently often performed, a large amount of sprouting will occur (they are referred to as SLAP in the tree industry for a reason). A reduction in subsequent sprouting will reduce future service calls and thus save money.
Make it easier to adjust jobs. E.g., I am aware of a situation where there are currently 3 seasonal technicians. Their jobs could be done by 2 technicians with a longer season than they currently have and 1 laborer. In fact for the same amount of wages they could get an entire month of extra work in this scenario. A side benefit of this would be decreased turnover in the tech positions, as the season is shorter than most people desire. Everyone involved understood this, but it was not pursued b/c the process, as explained by mgmt., was that the dept would have to go to council saying they didn't need one of the tech positions, and then in a separate process say they needed a labourer. Approval of the first did not necessarily mean the second would be approved, leaving the dept down a person.	More flexibility to perform more work for the same or less cost.
The City could remind it's employees of the vehicle idling policy and convey a strict no-idling message in City vehicles and equipment.	It has the potential to save hundreds of thousands of dollars in fuel consumption annually. It will reduce the wear on City vehicles and equipment. It will reduce the Cities greenhouse gas emissions.
As we become a larger metropolis I feel we need divisions focusing on their business mandate ... Part 2: •Public Works should be responsible for Parking Lots Asphalt repair/upkeep and sidewalk and curb repair •Public Works should be responsible for Snow Removal on all roadways/parking lots and sidewalks for City property.	Having Departments that are trained and experienced .... Part 2
Stop operating child care in civic centers. Instead, "rent" the space out to a licensed full time child care facility with the agreement that they will remain open with at least 1 person on staff until 8pm, and that they will leave up to 5* spots available at any given time for Civic Center guests to utilize. *Not sure the magic number there, but something that is reflective of capacity/demand	It will be a win-win scenario - the city will no longer incur the cost/liability of the center, there will be more total childcare spaces, and greater availability.
Streamline bookings to a single, consistent intake. Right now I have 3+ means of booking rooms depending on where they are and who "manages" them - Clerks, Outlook, and Admins who have access to certain rooms. Other than HR / behind locked door rooms, the process should be completely straightforward. If an approval is required, it should be automated and pushed through the appropriate people (Clerks, Admins).	Efficiencies in time and better staff engagement (this is a very frustrating experience)
Re-evaluate the Vehicle & Equipment Divisions revenue model. From what I am aware they seem to charge each division/department within the city much more than fair-market-value for the purchase and maintenance of their vehicles.	It will save each division/department money by allowing them to purchase and maintain their vehicles at fair-market-value.

Create a revenue model for the sale of Digester Gas at the WWTP. Instead of looking at costly Co-Gen projects that would likely create new problems such as higher maintenance costs, we should be focusing on what we do best at the WWTP, which is the processing of wastewater. What many oil/gas companies do is find underground reservoirs that they can pump the gas to for storage until the price of gas is at an acceptable level and then begin selling it to the grid. Obviously this would require scrubbing facilities, but I believe a Partnership may be the way forward with that challenge.	Much of the digester gas, and currently all of it, is flared off, resulting in the loss of hundreds of thousands of dollars in potential revenue each year. By selling the gas instead of trying to reuse it as we did in our boiler system, we will also save on the cost of repairing the boilers due to the dirty gas.
ELECTRONIC LEAVE REPORTS - Each year the corporation processes over 90,000 Leave Reports. In Project Services we developed an Electronic Version of the Leave Report along with an associated submission/approval process that has not only benefits in avoided paper costs, but also greatly improves Leave Report tracking, eliminates potential for Leave Reports getting 'lost in the mail' and greatly increases the overall efficiency of the process. Calculated annual savings for Project Services is roughly $2,500 annually.	Implementation of this process corporate wide would save roughly $10,000/yr in paper cost alone and FAR MORE in process savings and efficiency improvements.
The process of writing, vetting, submitting, approving and presenting Council Reports is cumbersome especially to those who are not familiar with the process or who may only write reports infrequently. Often those tasked with writing the reports may have little experience in doing so and the task will often take them away from their primary duties thus reducing operational efficiency. Having an admin team dedicated to writing Council Reports would not only improve efficiency, but also free up specialist employees to focus on their more specialized tasks. This team would receive the report requests from Council then proceed to go to the necessary subject matter experts for the required information prior to packaging the report in the required format and walking it through the various approvals and sub-committees. It should be noted that groups who regularly write reports whether for informational purposes or requests to Council either for funding or procurement award would continue to write and submit their own reports as they see fit.	Employees who specialize in certain tasks are better utilized in the delivery of such tasks rather than performing the admin function of report writing (for which they have less experience). This would also expedite Council receiving requested information as quickly as possible. The end result would better optimize stewardship of tax payer dollars.
ELECTRONIC PAYMENT REIMBURSEMENT - There are occasion where an employee uses their personal funds (credit card, cash etc...) to pay for goods related to their job. Such purchases are pre-approved by supervisors. Currently the process for reimbursement is a manual/paper process. Upgrading this process to electronic will have several benefits (see below).	Benefits from electronic payment reimbursement are: Easier tracking of reimbursements to employees (i.e. no paper work 'lost in the mail') Faster reimbursement thus avoiding potential interest charges Avoided paper costs Process efficiency improvement which decreases related salary costs

REVISED TIME ENTRY PROCESS FOR PROJECT SERVICES - In September 2014, TU Admin implemented Time Sheet Entry (TSE) to the Facilities Division including Project Services. Implementation of TSE changed time entry for Project Services staff from a weekly electronic submission to a daily electronic submission, the latter being FAR more time intensive while removing significant functionality. The result was a loss of over 600 hours and over $28,000 annually in decreased project delivery efficiency. There was no consultation with Project Services prior to implementation of TSE to assess the time and cost impact. Revising the TSE data entry screen to mimic the prior time entry system (MS Excel) and allow time entry to occur once per pay period would address this unfortunate time and cost deficit. Adding additional functionality (i.e. historical search, save, print, etc...) would also improve efficiency. Of course this will require time and programming cost, but considering the current loss of ~$28,000/yr, the payback period for this improvement would be well under 10 years. It would also be suggested that any time a process change is to be implemented, the end user(s) should be consulted so that any time and cost impacts can be determined as well as the overall value of the proposed process change. While implementing TSE was undoubtedly good for TU Admin, it unfortunately diverted hundreds of hours of data entry tasks onto Project Services staff thus decreasing the latter group's ability to deliver much needed capital customer service projects.	Revising the TSE entry screen will yield the following: - Improved functionality and added value for the end user (with addition of features such as historical search, save, print, etc...) - Cost savings of ~$28,000 annually (for Project Services alone, more for other users) - Time savings of ~600 hours annually in process improvement (for Project Services alone, more for other users)
It may be beneficial to provide Council with information regarding the cost (both time and monetary) related to the preparation of Council Reports. For example if it were determined that an average Council report costs tax payers roughly $5,000 and 3 weeks of tax payer dollars to produce, Council would be better able to prioritize which requests warranted a report. Related to this initiative would be mandatory Council orientation training to better understand how the various Departments, Division and Sections operate.	Providing report cost information will better educate Council and allow them to request reports in a more streamlined manner to minimize associated tax payer costs.
To cut down on the number of people who are angry they got a parking ticket because they entered their license plate number wrong, could we add another screen the customer has to go through on the machines or some kind of warning to the current screen that says "Entering the wrong license plate number WILL result in a parking ticket. Are you SURE you have entered the correct license plate number?" By having the customer explicitly confirm on this screen will even more clearly transfer the onus to them to make sure the information they've entered is correct and make it easier to justify the ticket.	The number of complaints going through is so unbelievably high its stupid, the review process is consuming a ton of resources unnecessarily and it is frustrating for everyone.
UPDATED PURCHASING POLICY - The current Purchasing Policies (A02-027 and C02-030) are outdated and in need of revision. There is currently an initiative underway to revise and update these documents. Given the amount of procurement processes performed by City staff, having the Purchasing Policies would be of great benefit	Updated Purchasing Policies will streamline procurement processes thus reducing the amount of hours required for the Administration to perform their procurement duties. This will result in projects delivered in shorter time frames and for less cost benefitting tax payers not only with decreased project costs, but also more expedient access to the services that the projects seek to deliver.
get rid of the tax abatements and possibly the city could start increasing taxes on the vacant land downtown which would likely be a better incentive for vacant landowner's to develop their properties.	all we are doing downtown is recycling this idea of revitalizing downtown. For example the Midtown Plaza and CN tower were a revitalization project in the 1960's as was the Remai Hotel and Condo a revitalization of the 1980's ... and now we continue to revitalize the revitalization of 57 years ago. The city will continue to revitalize and never get to the goal they would like. It is that simple. I think it is placing too much hardship on the real tax payer and still we do not see any repayment to the city. 57 years is a long time to expect the rest of the city to support downtown without seeing a substantial gain in revenue or healthy revitalization of downtown.

Printing and Mail Services could explore the opportunity to offer High Speed Document Scanning to convert existing paper files to electronic filing storage systems. (Content Management System) COS would have to inquire about high speed scanners to do this efficiently. This would be an offering that could easily be handled by mail-room staff . Could give casual staff more regular shifts , which would minimizes loss of staff due to lack of hours . Some of our casuals only get up to 3 shifts in a month . This would perhaps an opportunity to provide work for staff who are on light duties as well . (Another potential idea would be to offer an internal shredding service through the mail-room as long as it could be done cost effectively)	A typical office will (Based on studies By PriceWaterhouseCoopers and Gartner) .....Spend $20.00 on labor to file each document .....Spend $120.00 searching for every misfiled document .....Loses 1 out of 20 office documents .....Spends $25,000 to fill a 4 drawer file cabinet $2000 to maintain it .....Spends $250.00 recreating each lost document .....Makes 19 copies of each document .....An office administrator will take 12 minutes to process a single document Does the City use off site storage .... what are the costs for this service. What are the costs to retrieve a filed paper document when stored off site or archived? Reduce the risk of security breaches with paper files, reduce the risk of loss to disasters such as floods or fire. Space that is now used by physical filing cabinets could be dedicated to other workstations. COS can always use the additional space that now houses physical files. Electronic files would be more "mobile" and can be bate stamped
I think the city of Saskatoon should hire more visual minorities in all aspects and different areas in the city.	a wide range of diverse culture and move to a understandable future for our city.
I realize this has probably been said numerous times already but the Corporation needs to cut some of the red tape. In the 4 years I've been here, I've seen it get more difficult and time consuming to get actual work done. Memos being sent, re-write suggestions from Supervisors/Directors, re-writing, then through so many hands to get approvals to just start the process of getting pricing. A lot of money is first spent on the paper trail creation, and numerous meetings, before actual work can get done.	Savings with work getting done sooner and less costs on the red tape part of projects.
For Parks and Recreation: Let staff, especially casual staff, maintain the ability to hold more than one position. For example if someone is promoted from Lifeguard to Rec 8, instead of making them resign, create a substitute list they can be added on. Furthermore, a straight up substitute list would be helpful. Other Parks and Rec departments (including in Regina) let trained employees stay on their substitute list as long as they have worked one shift a year regardless of if they have submitted availability or have a regular shift.	Instead of having a shrinking pool of trained casual staff (as lots of people move on) and being forced to pay overtime and short-shifting because there is not enough available staff, employees will be interested in staying in the pool of casual staff (rather than quitting) because they can work on a casual basis instead of signing up for a regular shift.
Amalgamate Major Projects and Project Services	Reduce management staff required, and gain efficiencies in processes and administration in both areas.

Establishment of a City Metropolitan Area Network (MAN) The idea is not completely new, the IT Division has consumed services offered by the Radio Shop (wireless networking) and SLP (Fiber) in the past. These services have proven to be advantageous to the City for a number of reason, such as, there was not a service available from a 3rd Party vendor, or to achieve improved performance for staff at remote sites. This proposal is intended view all the good work in the past combined from a continuous improvement perspective to formalize a corporate strategy for data communications. This would involve strategic partnerships within the corporation namely SLP and the Radio Shop. This strategy would define programs and initiatives and a technical roadmap for the City's data communication into the future. All of these critical pieces will require key individuals that would have the appropriate accountability and responsibility to one data communication strategy for the corporation. Today, IT, Radio Shop, Water, Wastewater, Traffic Lights, SLP fiber, AMI meters provide services to the corporation, but not under a unified strategy.	There are many benefits that would be achieved as the data communications requirements for the Corporation will continue to grow at an unprecedented rate over the next several years. Having an overarching strategy guiding the programs and initiatives will provide the Corporation not only a clear vision, but drive operational efficiencies, innovation, service excellence for our staff and ultimately to the citizens, and cost savings. This does not exclude the need for external business partnerships that can provide and / or augment these services. One of the benefits of having a governing strategy is that you have a single collaborative holistic view of the data communication networking requirements for the Corporation. The team can then recommend the best solutions for the Corporation that will deliver service excellences in the most cost effective way to meet the business requirements with considerations for future growth. This proposal can deliver cost savings for staff by eliminating duplicate effort, streamlining processes for the renewal of existing data services or the acquisition of new data services. These costs are very difficult to quantify today, an example of some of the savings that can be quantified are for a wireless data service that connects a corporate site onto our corporate network. Savings of $3,000 to $5,000 per year for just one of site based on specific requirements is achievable. There is resounding agreement within the key business partners that there will be significant benefit for the corporation under a Data Communication Strategy. Having a unified Data Communication Strategy to build out a City owned and managed network infrastructure with a fiber network and wireless technology services including the future growth of the Internet of Things (IoT) that will play an integral part of the smarter city initiative and will deliver effective and efficient costing model

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August 15, 2017

Governance and Priorities Committee
City of Saskatoon
c/o His Worship Mayor Charlie Clark
222 Third Avenue North
Saskatoon, SK
S7K 0J5

Re. City of Saskatoon Budget Presentation/Formatting

Dear Committee Members,

Each year during the City of Saskatoon's call for consultation on the forthcoming City Budget, the NSBA submits a commentary on behalf of its membership to address issues that they have identified in the proposed budget. These issues generally vary from policy and priorities to the way the budget is presented and interpreted by the community and stakeholders. As an organization, we appreciate the opportunity that the City offers to give this feedback and the consideration that Council gives to the feedback it receives during deliberations.

Given the timelines surrounding consultation, deliberation, and ultimate budget approval, we understand that Council's focus is primarily on the policy recommendations and the issues that relate to Council's priorities when actually deliberating on the budget. These are the issues that are important and actionable at that point in time and, as such, they deserve primary consideration. However, we also feel that the recommendations regarding the presentation and organization of the budget document itself have importance in their own right, particularly with regards to stakeholders and the community at large being able to interpret and understand the budget and Council's priorities.

As such, we want to take this opportunity to re-iterate some of the recommendations the NSBA made in our last budget submission concerning the presentation and organization of the budget document. We hope that the timing of this letter is more consistent with the City's timeline in creating the budget document that will be presented to the public and Council for 2018.

Below we have included the pertinent recommendations from our 2017 Budget submission. As such, the dates included in each item pertain to the presentation of the 2017 Budget and would need to be amended for the 2018 budget year.

- Like many civic budgets, our city's is a complex document which can be challenging for the average taxpayer to understand. Summary documents and commentary in each section are an excellent move towards making the document easier to understand for community members; we would encourage further progress in this area in the future.

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- The respective opening summaries for each section of the budget includes various departmental performance measures/targets for the 2017 year. However, there appears to be no indication of whether the departments were successful or unsuccessful in meeting prior year targets.

- The budget presents 2015 actual and 2015 budgeted figures. However, there are no explanations for significant discrepancies between the actual and budgeted figures. The budget document should include an explanation of these differences if they exceed a certain threshold. This would provide useful information on historical effectiveness of the budgeting process and highlight potentially significant issues and areas of concern.

- In some cases, 2015 actual expenditures were significantly less than budgeted. However, for these same line items, the 2016 and 2017 budgeted figures were set increasingly higher than the 2015 budgeted figures. This appears to result from the use of budgeting based on prior year budgets; better budgeting would be accomplished through comparison to prior period actual results.

- We understand that the city's budget does not utilize accrual accounting. We believe that this necessitates improved transparency in how funds transferred from each area of the budget (to reserves/stabilization/capital) are tracked and spent in the corresponding areas of the capital budget, and the current reserves on hand for each area of the budget. This helps citizens understand the city's ability to fund current and future capital projects and operating shortfalls, and helps administration justify budgetary "surpluses" to be used for planned future spending. Being that accrual accounting is not being utilized, we recommend a more detailed breakdown of how transfers to reserves are calculated to make it abundantly clear for taxpayers to understand the process in how their tax dollars are being utilized.

- There are many sections of the budget with discussion of items not in the budget. For those which are largely unavoidable, we recommend including them in the budget. While excluding them may help keep the budget increases low, it is a disservice to those approving the budget and those using it as a reference tool.

- There are lots of metrics within the budget showing the justification for increased expenditures (particularly staffing). However, there is not a lot indicating the current effectiveness of the resources currently utilized by the police and fire services. A review of the most important key metrics is warranted, and those metrics should be reported upon within the budget.

- Metrics should be set for key indicators (such as response time), and where goals are detailed in the budget, the past performance on those metrics should be reported (ex. what was the fire service response time in 2015/2016, compared to the 2017 goal of 6 minutes 20 seconds).

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- Better tracking and reporting of metrics will help demonstrate the impact of increased allocation of resources to the police and fire services (such as hiring of new constable positions).

- Administration should continue to focus on enhancing the transparency of the civic budget. Ensuring sufficient information is available for council to make informed decisions during deliberations is critical. In addition, taxpayers should have the ability to track how their tax dollars will be spent. This can be accomplished through ensuring the figures are appropriately disaggregated, transfers are easily traced, and written discussion provides sufficient detail to explain large changes in spending.

- There also may be circumstances where information is 'available' via presentations or provided to council in other formats throughout the course of the year. Our recommendation is to provide the pertinent information (ie: applicable metrics, comparisons of budget figures to actual figures) within the budget document itself.

- It is of critical importance that the budget reflects the setting of measurable goals for key metrics (which administration has made great progress in doing), and also presents past data for those metrics so that progress can be measured.

Again, we would like to thank the City and this Committee for the opportunity to provide input to the City's budget process and provide input on behalf of our membership. As always, we will make ourselves available at your convenience for any questions or discussions that arise from this letter.

Sincerely,

Keith Moen
Executive Director

Cc/ His Worship Mayor Charlie Clark
Councillor Darren Hill
Councillor Hilary Gough
Councillor Ann Iwanchuk
Councillor Troy Davies
Councillor Randy Donauer
Councillor Cynthia Block
Councillor Mairin Loewen
Councillor Sarina Gersher
Councillor Bev Dubois
Councillor Zach Jeffries

2016 Annual Report – Shaping Our Financial Future

Recommendation
That the information be received.

Topic and Purpose

The City of Saskatoon's 2016 Annual Report – *Shaping Our Financial Future* includes a summary of the progress achieved on the 2016 Corporate Business Plan, as well as the 2016 Audited Consolidated Financial Statements and Trust Fund Financial Statements.

Report Highlights

1. Several major projects and initiatives, as outlined in the 2016 Corporate Business Plan and Budget report, were started, continued or completed in 2016 and are highlighted by business line in Attachment 1.

2. The City of Saskatoon's (City) 2016 Annual Report – *Shaping Our Financial Future* contains the audited Consolidated Financial Statements prepared in accordance with the principles and standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

Strategic Goal(s)

This report highlights initiatives that support the seven Strategic Goals. The Audited Financial Reports support the goal of Asset and Financial Sustainability by demonstrating how the City invests in what matters to the citizens of Saskatoon. The report demonstrates openness, accountability, and transparency in the allocation of resources.

Background

City Council approved the City of Saskatoon Strategic Plan 2012-2022 in February 2013. In early 2014, the Strategic Plan was updated to reflect the priorities of the newly elected Mayor and Councillors for this City Council's term. The 2013-2023 Strategic Plan includes seven Strategic Goals, 10-year strategies, and 4-year priorities that represent how the City will operationalize the vision for each Strategic Goal. The Strategic Goals guide City Council's decision-making and policy-making.

The 2016 Annual Report – *Shaping Our Financial Future* aligns with the goals set forth in the Strategic Plan 2013-2023. It also reports on the progress of the City's investment activities, projects, and services that were implemented as outlined in the 2016 Corporate Business Plan and Budget.

Report

Highlights from the 2016 Corporate Business Plan

- Through the City's Building Better Roads Program, approximately $58.6 million was invested to improve road conditions. The Building Better Roads program, which started in 2014, has progressively added more resources to Saskatoon's road network and their related services, including snow and ice clearing and street sweeping. The investment for 2016 is approximately $5.1 million higher than that provided in 2015, and approximately $8.1 million more than when the program started.
- Completed demolition and construction of all piers at the Traffic Bridge and steel erection for Span 4 (south span) is underway. Completed Pier 1 (west pier) and Pier 2 (centre pier) at the North Commuter Parkway and the east and west abutments are nearing completion.
- Completed construction of the new Saskatoon Transit Operations Facility and the City's first Snow Management Facility as part of the new Civic Operations Centre.
- Implemented Advanced Metering Infrastructure (AMI) to provide the communication network for smart meter data to be sent digitally to the City, reducing lost revenues and decreasing operating costs for utilities while improving customer service by providing actual meter reads each month.
- Launched Service Saskatoon, a brand built on four pillars: Citizen Input, Staffing, Systems, and Standards. Developed a dedicated webpage for the public to receive updates and the status of projects for each pillar. In partnership with Shaw Communications, launched the City's complimentary public Wi-Fi initiative.
- Developed four key information technology strategies to respond to the 'systems' pillar of Service Saskatoon: Best Managed City, Citizen Center Services, Smarter City, and Strategic Business Partner. Each strategy contains programs that provide integration roadmaps to deliver the new service model to city residents.
- Introduced the Citizen Advisory Panel and sent three surveys to help define preferred City services, develop City budgets, and obtain input on the City's Leisure Guide.
- Worked with the Office of the Treaty Commissioner, Saskatoon Tribal Council, Central Urban Métis Federation Inc., and 54 supporting organizations to launch a month-long series of activities to promote Reconciliation in Saskatoon.
- Assisted with community coordination around the reception of Syrian Refugees, and more generally, with the implementation of the Immigration Plan, developing education and awareness campaigns, producing communications materials, and connecting immigration initiatives to the City's Culture Plan.
- Completed analysis of four residential and business waste audits and began developing a Draft Waste Diversion Plan. Audit data will be used to generate program options for increasing diversion based on best practices across Canada.

- Undertook a thorough continuous improvement review which included assessments of Saskatoon Fire Department revenue sources, operating expenditures, operational effectiveness, and staff deployment.
- Completed or began work on several recommendations as part of the Recreation and Parks Master Plan, including updating and enhancing the Parks and Open Space Classification system, updating and enhancing the Park Development Guidelines and the Landscape Development Standards, completing the feasibility study for the City Centre Recreation Facility, and reviewing the fees and charges schedule for the leisure centres.
- Held Growth Plan Summit in March 2016 to present the final Growth Plan Technical Report and received City Council approval for the Growth Plan to Half a Million.

Financial Reports

The audited 2016 City of Saskatoon Financial Report has been prepared in accordance with the financial reporting recommendations of the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The Standing Policy Committee on Finance approved the audited financial statements at its meeting on May 29, 2017, at which time the Auditors indicated that the City's significant accounting policies are appropriate and in accordance with PSAB.

The audited 2015 City of Saskatoon Financial Report was approved by City Council at its meeting on June 26, 2017.

The City of Saskatoon 2016 year-end results were finalized with a net balanced budget for its tax supported operations relative to the operating budget after transfers to and from reserves.

Communication Plan

On August 24, 2017, an electronic copy of the 2016 Annual Report – *Shaping Our Financial Future* will be posted on the City of Saskatoon's website. Hard copies will be available for distribution and forwarded to stakeholder organizations including the Chamber of Commerce, the North Saskatoon Business Association, and the Business Improvement Districts.

Highlights from major initiatives completed in 2016 will also be communicated on the City's website in the 'Latest Strides' and/or 'City Spotlight' sections of the Our Performance page at www.saskatoon.ca/strides.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The 2017 Annual Report – *Shaping our Financial Future* will be tabled in the third quarter of 2018.

Public Notice

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

Attachment(s)

1. City of Saskatoon 2016 Annual Report – *Shaping Our Financial Future*, Year Ended December 31, 2016.

Report Approval

Written by: Clae Hack, Director, Finance
Kim Matheson, Director, Employee Experience and Performance

Reviewed and Approved by: Kerry Tarasoff, Acting City Manager

2016 Annual Report – Shaping our Financial Future.docx/dh

Shaping Our Financial Future

City of Saskatoon

SASKATCHEWAN, CANADA



Photo courtesy of Tourism Saskatoon

2016 ANNUAL REPORT

FOR THE FISCAL YEAR ENDED DECEMBER 31, 2016

Shaping Our Financial Future

We are committed to building a better city and ensuring a great quality of life for all citizens of Saskatoon.

The economic future of our city is bright. We continue our dedicated work on improving our service delivery, building amenities, wisely managing expenditures and growing our revenues.

The *2016 Annual Report* details our investments, projects and service levels. It gives an overview of what we accomplished in 2016 based on the priorities of our citizens and the goals set forth in our 10-Year Strategic Plan.

Saskatoon At a Glance

Population of Saskatoon
265,900

Median Age
34.8

Population Growth
10,175

Unemployment Rate
6.90

City Area
236.37 km²

Single Family Housing Starts
1,092

Total Building Permits Issued
3,950

Photo courtesy of Tourism Saskatoon

Guiding Documents

Strategic Plan

The Strategic Plan sets out seven Strategic Goals that will guide City Council's decision-making and administrative policy-making from 2013-2023:

A Culture of Continuous Improvement

Asset and Financial Sustainability

Quality of Life

Environmental Leadership

Sustainable Growth

Moving Around

Economic Diversity and Prosperity

Each Strategic Goal has 10-Year Strategies and Four-Year Priorities; these represent the "how-to" component of operationalizing the vision. Implementation strategies have been developed through the annual Corporate Business Plan and Budget process. The City continues to monitor performance as we bring Saskatoon's collective community vision to life. Our *2016 Annual Report – Shaping Our Financial Future,* aligns with these goals set forth in the 2013-2023 Strategic Plan.

Shaping Our Financial Future

2016 Budget: At a Glance

- **A combined Operating and Capital Investment of $997 million**
- **Total Civic Operating Expenditures of $458.4 million**
  - ***Including $445.1 million in Tax-Supported Operating Expenditures***
- **Land Development Operating Expenditures of $6.4 million**
- **Total Utility Operating Expenditures of $303.4 million**
- **Capital Budget Investment of $228.8 million**

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City of Saskatoon

City of Saskatoon 2016 Annual Report
Year ended December 31, 2016
Saskatoon, Saskatchewan, Canada

Prepared and produced by the City of Saskatoon Asset and Financial Management and Corporate Performance Departments

Financial Statements presented to City Council on June 26, 2017
Annual Report presented to City Council on August 28, 2017

Letter of Transmittal

July 17, 2017

His Worship the Mayor
and Members of City Council

I am pleased to submit the City of Saskatoon's Annual Financial Report for the year ended December 31, 2016. The Annual Financial Report is submitted pursuant to Section 155 of *The Cities Act*. The financial report includes consolidated financial statements for the City of Saskatoon reporting entity as required by the Public Sector Accounting Standards Board (PSAB).

The purpose of this report is to provide financial, statistical, and other information about the City of Saskatoon and related entities to allow readers to gain an understanding of the City and the resources available to the City.

The Annual Financial Report consists of the following sections:

- The introduction familiarizes readers with the political and organizational structure of the City, reviews the City's accomplishments over the past year, and describes the nature and scope of the services provided by the City.
- A Financial Discussion and Analysis section and the Consolidated Financial Statements.
- The Financial Statement Discussion and the Statistical Section provides additional explanation and trend analysis to provide a broader understanding of the financial statements.

The preparation and presentation of the financial statements and related information contained in this report is the responsibility of the City of Saskatoon's management. The statements have been prepared on a basis consistent with the recommendations of PSAB. Included in the consolidated financial statements are those entities that are accountable to, and owned or controlled by, the City of Saskatoon. These entities include the Saskatoon Public Library, Saskatoon Police Service, Saskatchewan Place Inc. (operating as SaskTel Centre), Saskatoon Centennial Auditorium (operating as TCU Place), and the Remai Modern Art Gallery of Saskatchewan (operating as Remai Modern).

City Council appointed the accounting firm of Deloitte LLP to perform an independent audit of the City's 2016 financial statements, and its report is included herein. The accuracy and reliability of the financial information is ensured by the City's system of internal controls. The Standing Policy Committee on Finance reviews the external auditor's plan and ensures corrective action is taken for weaknesses identified in the City's internal control system. An internal audit function through the services of PricewaterhouseCoopers also reports to the Standing Policy Committee on Finance, ensuring internal controls and procedures are in place and adhered to through a series of internal audits and reviews, with a focus on the City's Risk Management program.

As noted, the consolidated financial statements include information on the City's financial position and operating results, along with those of several related entities. The City's operations are typically segmented (General Operating, General Capital, Utility Operating, and Capital) for budgeting and reporting purposes. For the purpose of the consolidated financial statements, the financial position and results of all the segments are brought together.

The financial statements included herein reveal that the City ended the year with an operational surplus of $653,900 (see Schedule 4 within the Consolidated Financial Statements on page 98).

The City's 2016 capital program included planned expenditures of $228.8 million. These expenditures were financed from reserves, development levies, contributions from developers, Federal and Provincial grants, gas tax revenues from the Federal Government, and borrowing.

The City continues to receive positive reviews from S&P Global (formerly Standard & Poor's) which reconfirmed the City's "AAA/Stable" credit rating.

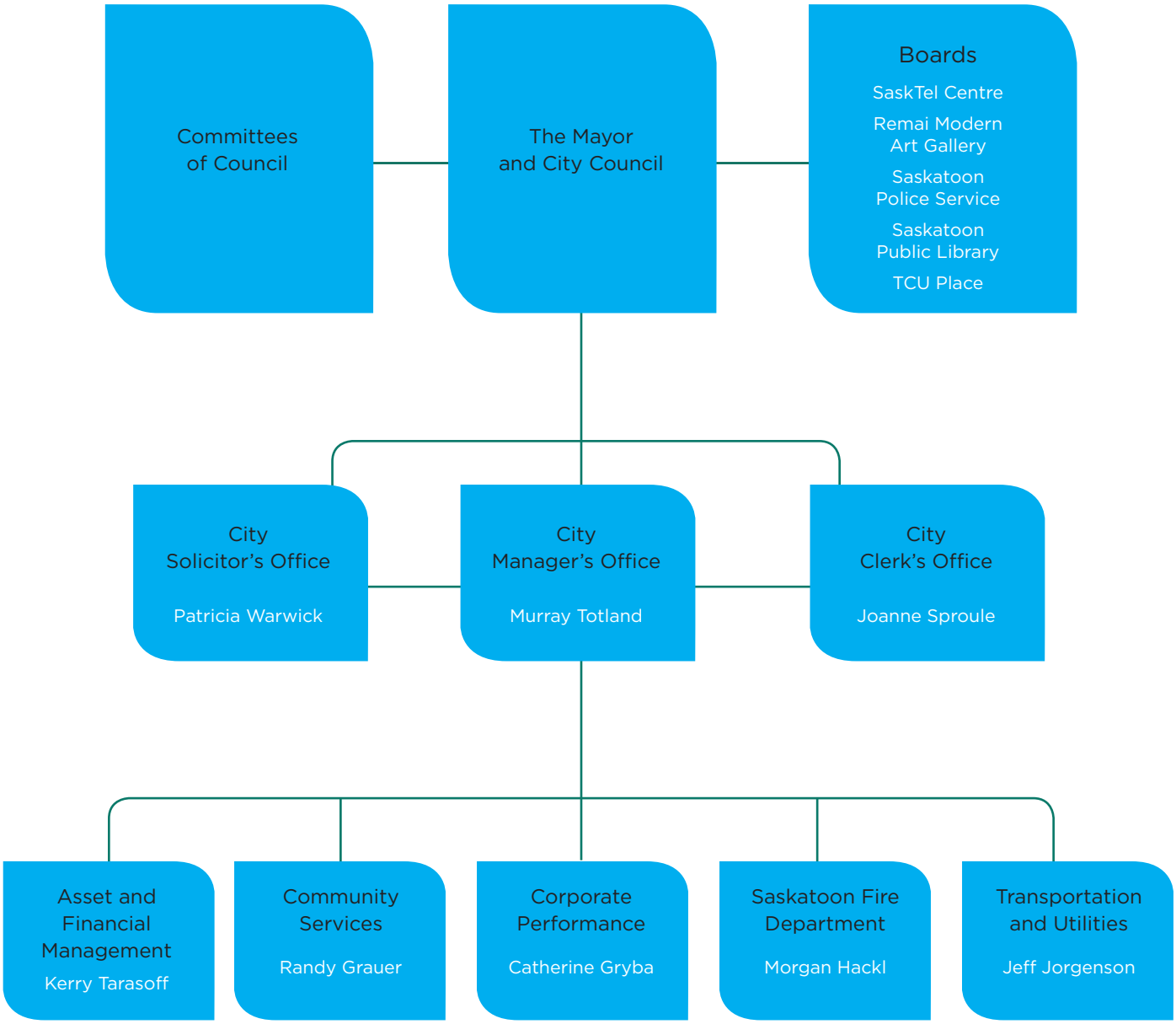
Respectfully submitted,



Kerry Tarasoff, FCPA, FCMA

CFO/General Manager,
Asset and Financial Management

City of Saskatoon Organizational Chart 2016





Message from the Mayor

"Sustaining that success and prosperity means focusing on the areas that provide a high quality of life for every family wherever they may live in our community."

Saskatoon is a city with a balanced economy, a vibrant city centre, bustling neighbourhoods and families who care deeply about our community. This is the Saskatoon advantage. Our task as a City and Council is sustaining that advantage through challenging economic times. We accept that challenge. In 2015, City Council approved a plan that builds on our successes and focuses on continuing to create a great city.

Saskatoon is one of the top two most competitive cities in western North America according to KPMG. Our tax rates are competitive, our labour force is well trained and ready to go to work and our centres of education continue to provide graduates every year who decide to remain in Saskatoon to pursue their careers and raise their families.

In the past 15 years, more than 90,000 people have chosen to move to Saskatoon. In the past decade, more than 50,000 jobs have been created and our economy has grown by 70 per cent. Sustaining that success and prosperity means focusing on the areas that provide a high quality of life for every family wherever they may live in our community.

Building bridges, rehabilitating roadways and enhanced infrastructure connectivity improves the quality of life for the 270,000 citizens who call Saskatoon home. In 2015, work began on the North Commuter Parkway Bridge and Traffic Bridge Replacement Project. Both bridges and the nearly 10 km of connecting roadway are set to open in the fall of 2018.

The 2015 Building Better Roads program showed what smart planning and wise investments can bring to a community. More than $38.5 million was invested in roadways and sidewalks. More than 220 lane km of roadways were rehabilitated bringing the two-year total to more than 420 lane km. In addition, another $20 million was invested in back lanes, street sweeping and snow clearing. These are unprecedented investments in a great city.

The Civic Operations Centre project is on time and on budget and scheduled to open in early January 2017. This will create incredible redevelopment possibilities in the historic neighbourhood of Caswell Hill.

The Continuous Improvement Strategy is identifying efficiencies in the Corporation while providing savings to taxpayers. The Administration identified $1.37 million in sustainable savings which reduced the mill rate impact. In addition, more than $25 million in increased operational efficiencies, capital savings and service level enhancements were identified.

The Administration is instituting performance measures to monitor its progress toward achieving the goals set out in the 10-Year Strategic Plan. Innovative approaches to both operations and capital projects are creating real savings in both financial terms and enhanced productivity.

Strong leadership means choosing the right path and not the easy one. As we continue to build a successful, prosperous community in the midst of economic headwinds we make tough choices. Each decision builds great neighbourhoods which in turn build a great city. This is how we are sustaining the Saskatoon advantage.



Charlie Clark
Mayor

City Council 2016

Effective October 26, 2016

The City of Saskatoon is governed by an act of legislation of the Province of Saskatchewan known as *The Cities Act*. The Mayor is the Chief Executive Officer of the City.

Administrative powers and duties have been delegated to the City Manager who is appointed by City Council.

The municipal election of October 26, 2016 saw Saskatoon voters decide on a new mayor and four new councillors. The incoming City Council consists of six women and five men.

City of Saskatoon

Saskatoon City Council (post Civic Election – held October 26, 2016)



MAYOR
CHARLIE CLARK



COUNCILLOR
DARREN HILL
Ward 1



COUNCILLOR
HILARY GOUGH
Ward 2



COUNCILLOR
ANN IWANCHUK
Ward 3



COUNCILLOR
TROY DAVIES
Ward 4



COUNCILLOR
RANDY DONAUER
Ward 5



COUNCILLOR
CYNTHIA BLOCK
Ward 6



COUNCILLOR
MAIRIN LOEWEN
Ward 7



COUNCILLOR
SARINA GERSHER
Ward 8



COUNCILLOR
BEV DUBOIS
Ward 9



COUNCILLOR
ZACH JEFFRIES
Ward 10

City Council 2016

To October 26, 2016

The City of Saskatoon is governed by an act of legislation of the Province of Saskatchewan known as *The Cities Act*. The Mayor is the Chief Executive Officer of the City.

Administrative powers and duties have been delegated to the City Manager who is appointed by City Council. The Council consists of the Mayor and ten Councillors, elected for a period of four years. Each Councillor represents a specific ward or area of the city.

City of Saskatoon

Saskatoon City Council 2016 (to October 26, 2016)



MAYOR
DONALD ATCHISON



COUNCILLOR
DARREN HILL
Ward 1



COUNCILLOR
PAT LORJE
Ward 2



COUNCILLOR
ANN IWANCHUK
Ward 3



COUNCILLOR
TROY DAVIES
Ward 4



COUNCILLOR
RANDY DONAUER
Ward 5



COUNCILLOR
CHARLIE CLARK
Ward 6



COUNCILLOR
MAIRIN LOEWEN
Ward 7



COUNCILLOR
ERIC OLAUSON
Ward 8



COUNCILLOR
TIFFANY PAULSEN
Ward 9



COUNCILLOR
ZACH JEFFRIES
Ward 10



Message from the City Manager

"...we continue our work on building a better city and delivering high quality public services... guided by strong financial planning which helps to keep us fiscally responsible."

The City of Saskatoon strives for achieving excellence in all that we do. I am happy to report that in 2016 we accomplished many of the priorities directed by City Council and made progress on achieving the goals of the City's Strategic Plan. In doing so, we moved several important initiatives forward that ultimately make Saskatoon a better place for everyone.

Our 2016 Annual Report provides a forum to share our many accomplishments with you, whether it's featuring the launch of a new service or unveiling a new project. There are many things happening behind the scenes that will allow us to make progress in building a better city for the years to come.

Our efforts are being recognized by the citizens we serve. According to the results of the 2016 Civic Services Survey on Citizen Satisfaction, 88 per cent of respondents rate our quality of life as very high and 75 per cent of respondents agreed that the City is on the right track to being a better place 10 years from now.

This response provides a strong indication that our investments are making a positive difference in our community. None of this would have been possible without all the hard work done by City employees who, on a daily basis, continue to work to meet the needs of more than 260,000 citizens.

As we continue our work on building a better city and delivering high-quality public services, the City's decision-making process is guided by strong financial planning which helps to keep us fiscally responsible. Our strong financial footing, combined with a solid foundation for planning and a commitment to listening to the public is part of what makes Saskatoon a leader in municipal government.

Once again, our approach to financial management was strongly endorsed by an independent credit rating agency. In 2016, we received another 'AAA' Stable Credit rating from S&P Global Ratings, recognizing the City's strong commitment to financial stewardship and transparency.

In this challenging economic climate, we are always looking for ways to enhance productivity and reduce costs wherever possible. As regular practice, we challenge ourselves to find efficiencies, improve our performance and maintain desired service levels. In doing so we have focused on:

- fine-tuning our budgets to ensure we are managing our costs efficiently;
- managing our infrastructure projects and investing more strategically; and
- providing short- and long-term value for taxpayers, while responsibly managing our debt.

Through strong financial planning, informed decision-making, smart investments and a commitment to excellence, we will support Council in building a great place to live, work, play and invest.

I encourage you to read the information in the Annual Report to find out more about how we've invested in what matters to citizens, and the City's many accomplishments in 2016. We are dedicated to working hard with City Council, and building a great quality of life for all citizens as we shape Saskatoon's financial future.



Murray Totland, P.Eng., MBA

City Manager

How Do Others See the City?

A Great Place to Work

In 2016, the City of Saskatoon was proud to be named one of Canada's Best Diversity Employers and also one of Saskatchewan's Top 50 Employers – for the fifth year in a row.

A City Where Business Investment Dollars Go Farther

According to the C.D. Howe Institute, a lower business tax burden allows Saskatoon to still lead the way with one of the most business-friendly competitive tax rates among major Canadian cities, leading to one of the best business tax environments.

A Vibrant City with Lots Happening!

With the city's thriving arts and food scene, revitalized downtown-area historic neighbourhoods and the exciting anticipation of the Remai Modern, *WestJet Magazine* included Saskatoon on its "Where to Go in 2016" list.

One of the Best Places to Do Business

An affordable lifestyle, great quality of life and business-friendly taxation/regulation that continue to lend strong support for local business ventures, and the string of multinational companies that have set up shop, landed Saskatoon as third best city in Canada for business in 2016 according to *Profitguide.com*.

Financially Sound Future

Demonstrating strong and prudent financial policies and solid management, the City of Saskatoon once again earned a 'AAA'/Stable Credit Rating – the highest possible rating from international bond rating agency, Standard & Poor's. The 'AAA' credit rating allows the City the financial flexibility to explore innovative and alternative ways to fund, finance and deliver important infrastructure projects.

An Energetic City with a Youthful Vibe

Stating reasons to visit such as the art, music, food scene and our scenery – the Canadian travel website *Vacay.ca* put Saskatoon on its "20 Best Places to Visit in Canada for 2016", a lofty inclusion amid other places listed like Ireland and Cuba.

A Fresh Experience, A City Gathering Cred Amid the Prairies

Saskatoon was featured on *Vogue.com* in 2016,. "A trip to Canada's prairies – vaguely exotic, totally obscure, and an absolute must-visit destination."

How Citizens See the City

A Walk in the Park

"My husband and I recently discovered the Donna Birkmaier Park and wish to let the City know that it is awesome. It was such a treat to be in a natural park with sloughs and all the flora and fauna that sloughs attract and support. We've long admired and used the MVA (Meewasin Valley Authority) trails, and we're pleased to look forward to enjoying the DB Park too. Thank you!"

People Like Us

After a presentation to Grade 7 and 8 students at École River Heights about the City's public art program, one of the students commented on the latest City public art project, Panama Filipino Mural on 3rd Avenue South: "Finally there is a beautiful mural in the city with a kid like us."'

Putting Our Best Face Forward

"I drive Circle South on my daily commute and I wanted to pass on that I think the grass cutting crews are doing wonderful work. It is neat and tidy, and most especially, I have in the past often seen examples of plastic sheeting or other litter that has just been shredded up and left behind by the mowers, and I haven't seen that once this year. I think many people who come to Saskatoon or even just pass through it do so via Circle Drive, and I'm glad that we're working to keep spaces like these well-maintained as part of our 'public' face."

The City on the Web

"Just a quick note to thank the City Hall staff for the excellent website for our city. Every web page I found was beautifully and helpfully presented. Lots of useful information. I can imagine that a new resident to Saskatoon would be delighted to have so much useful information at hand to make their 'settling in' period easier."

The Crew that Saved Christmas

"Every couple of years, tree roots plug our sewer line and as luck would have it, it happened again on Christmas morning. I called the City emergency number and talked to a very patient and professional woman. The contract crew arrived at 7:00 p.m. and did a great job. We were able to thank them but I wasn't able to thank the woman who answered my distress call. I think she has a hard job and she does it well."

2016 Civic Services Survey

The City of Saskatoon has conducted the Civic Services Survey annually since the early 1990s. Its purpose is to gain insight into perceptions on the quality of life in Saskatoon and to learn citizens' views on the importance of and satisfaction with the wide variety of civic services provided by the City.

500 telephone surveys and 803 online surveys were completed. A strong majority of respondents (75 per cent) felt the City is on the right track to being a better place 10 years from now. Key findings include:

Quality of Life: Satisfaction with Civic Services

Quality of life in Saskatoon was reported as very positive, increasing to a satisfaction response rate of 88 per cent, up from 86 per cent in 2015.

Most Important Issues Facing the City

When asked to identify the most important issues facing the City respondents most commonly cited roads and sidewalks, but the feeling was these are significantly less of an issue since 2013. Crime and policing, traffic flow and congestion and planning for city growth were also identified as important issues.

Delivering Civic Services – Key Strengths in 2016

- Quality of drinking water
- Fire protection
- Electrical services reliability
- Garbage collection (black bin)
- Removing contaminants from wastewater to make it suitable for disposal in the natural environment
- Repair of water main breaks
- Police services (policing, safety and law enforcement)
- Recycling (blue bin or cart)

Maintenance of major roadways and freeways was identified as a key weakness, along with snow and ice road maintenance, traffic management, and planning for growth.

On Citizen Preferences in 2016

Survey responses indicated increased user fees and property taxes are preferred over reducing services to help the City balance its annual budget.

Responses revealed a desire for more road maintenance, affordable housing, snow and ice maintenance, street crime and traffic management. Less spending was preferred around arts, cultural groups and community organizations.

2016 Highlights: New Service, New Enhancements

City Invited Citizens to *Have Their Say* on Proposed 2016 Budget

Spend more, spend less or spend about the same? The City of Saskatoon encouraged residents to participate in the annual budget by asking them for their input through the educational online tool, Citizen Budget. In its second year of use, the tool offered residents a chance to shape the city's budget deliberations by indicating their priorities and investment preferences for 2016. Public feedback gathered through Citizen Budget and other budget engagement activities was considered by City Council and the Administration, and helped to make more informed decisions on how best to allocate resources to the proposed projects, programs and services in the 2016 Budget.

Helping You Connect

2016 saw public Wi-Fi provided to five new locations, including two arenas, an outdoor pool and golf course club house as well as Saskatoon Police headquarters. Residents and visitors can sign up for access when visiting these or any of the 10 other City facilities where the service is already available.

Communications technology also engaged behind the scenes, with the ongoing installation of about 50,000 advanced automated meters that allow for actual monthly usage readings. This greatly improves service and provides data to Saskatoon Light & Power to identify issues before they become problems.

Special Event Planning Enhanced – Applications Up 70 Per Cent Over Six Years

There's always something new to do in Saskatoon, in part due to the wonderful individuals and groups that organize special events for our city. Long-running special events like the SaskTel Saskatchewan Jazz Festival and the Broadway Street Fair are joined by exciting new attractions such as PotashCorp Winter Shines, YXE Street Food Festival and Saskatoon Ribfest – and exciting new festivals continue to be added each year!

To provide more efficient service for event organizers, the Recreation and Community Development division continued to streamline their best practices and processes –offering various planning workshops for event organizers, a single point of contact with the City and improving application forms by moving them online. These continuous improvements saved City staff and event organizers hundreds of planning hours.

Setting up for Success with the Launch of Service Saskatoon

What if there was a "one-stop shop," a single place where a resident could go to get all the services you need from the City of Saskatoon?

This was the concept behind the creation of Service Saskatoon, the City's new customer service model. Service Saskatoon greatly improves access to answers and services online, over the phone, and over the counter. The five-year initiative was launched with a focus on five piloted services: water outages and connections; hydrant issues; water service turn-ons and turn-offs; water and sewer locates; and sewer backups. So far, Service Saskatoon has delivered about $164,000 in efficiencies and savings – resources that are being reallocated to continuous improvement.

Leveraging Technology for Improving Performance

It's 3:00 a.m. – do you know where the City sanders are? In 2016, 19 tandem sanders were equipped with GPS units to monitor location, time, and the product applied to the City's road networks. The goal was to optimize the sanding process and minimize the amount of material applied.

GPS units were also installed on other vehicles within the city's fleet as part of a pilot project to determine potential costs and benefits. These include accidents and recovery of stolen assets and improved safety for employees, for example when working alone or in case of emergency.

Safety was also top of mind with the creation of a new swipe card access at the Water Treatment Plant, improving security against criminal or other unwanted activities.

Helping Property Owners: Making it Easier to Do Business with the City

New building and renovation jobs can be complicated, but the related paperwork shouldn't be! This year, newly created customer-focused information guided property owners through the Building and Development Permit process, by offering residents new brochures and handouts on building decks, site plans, secondary suites and inspections.

Likewise, the garden and garage suite review process was streamlined by creating a single document that includes all the information required by different departments. It's made the process easier, and fewer applications were rejected due to missing information and miscommunication.

This year, the Landlord Agreement process was automated to allow new landlords to register for the program for utility accounts. This means they don't need to call in to have an

account placed in their name; this is done automatically where an agreement is in place.

"I am in the process of building an in-fill house, which has involved more interaction with the accounts department at the City than would be typical. I have spoken to a number of different people, in-person and over the phone through this process. Each and every time, they have been kind and extremely helpful. For what has been a somewhat trying process at times, I have certainly found the City's customer service to be a bright light."

Building Better Roads: City Crews Working Day and Night

In 2016, about 45 of the 233 lane kilometres planned for the construction season were completed at night – that's about the distance from City Hall to Delisle! The inclusion of night work contributed to the repair progress because it allowed large projects to be completed with minimal disruption to commuters. Night work typically occurred between 8:00 pm and 6:00 am on high-traffic roads where noise would not interrupt residential areas, and primarily in warmer months when water trucks, paving and concrete products were required. The result? Increased citizen satisfaction through the City's roadway improvement program.

New Online Tool Makes Reporting a Traffic Issue Easier!

A new online tool was launched in 2016, allowing residents to report traffic-related concerns more accurately and efficiently. The new addition of the interactive mapping tool provides citizens with the opportunity to report a traffic issue or concern associated with traffic, road signage/signals and safety on any Saskatoon street.

Transit Service Enhanced

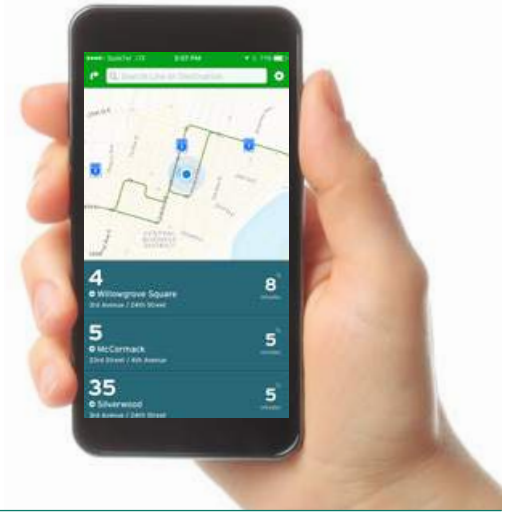
Thanks in part to the Government of Canada's Public Transit Infrastructure Fund, Saskatoon Transit will continue to enhance its fleet with the addition of 15 low-floor buses and up to five Access Transit buses. This move will help Transit toward its goal of reducing the fleet's average age from 11.9 years to 7.3 years.



Transit Goes High Tech with Addition of New Customer App

Wondering where your bus is? Why not download the new Transit App and check it in real time? 2016 saw the development of Saskatoon Transit's new app to aid transit customers with their trip planning, reducing their wait times and missed connections. The City's Transit App was made available on Apple's App Store or Google Play, while people who prefer Google Transit can access the service on their phone or desktop.

"I've been using the application (Transit App) for a few months already and it's been really good at keeping me on time for the bus. Even has a reminder you can set to make sure you don't miss it."



Walking the Walk: Rolling Out Better Ways to Tackle Daily Operations

According to the City's Annual Civic Services Survey, about 20 to 30 per cent of people identify road and sidewalk maintenance as the most important issue facing the city – but this number has been dropping since 2013. Satisfaction with our roads and sidewalks is on the rise!

A new walkway initiative rolled out a number of better ways to tackle daily operations in 2016. This included improved maintenance and scheduling for problem areas, needle disposal training, new mowing methods, and improved handling of garbage and recycling. Nearly 10 kilometres of sidewalk were rehabilitated in 2016!

Our Performance Measures

2016 Progress Update

Our Corporate Strategic Goals emerged through citywide consultations with citizens of Saskatoon. Guiding our vision, mission and annual investment decisions, seven Strategic Goals provide a road map for our decision making and planning through to 2023.

To advance the City's goals and monitor our progress, in 2015 we created a dashboard of performance measures and indicators each providing a snapshot of our current standing as they connect to specific performance measures, City Council priorities and strategic outcomes.

Our progress to the end of 2016 is reflected in these performance dashboards, each showing where we are succeeding, and the areas where we need to improve.

For 2017, annual performance targets will be adopted, to further support measurement of our strides and successes.

A more detailed overview of each goal, related performance measure, key strategies and our progress is available at **saskatoon.ca/strides.**

Quality of Life



Perceived Quality of Life



Number of New Attainable Housing Units



Participation Rates for City Recreation and Cultural Facilities



Vacancy Rates for Rental Housing



Crime Rates



Fire Response Time

Sustainable Growth



Population Growth and Rate of Change



Residential Infill Development

Environmental Leadership



Waste Diverted from the Landfill



Reduction in Greenhouse Gas Emissions

Moving Around



Transit Rides per Capita



Transportation Choices



Kilometres of Cycling-Specific Infrastructure



Traffic Collisions

Economic Diversity and Prosperity



Amount and Value of Building Activities



Business Growth



Supply of Residential and Industrial Land

Continuous Improvement



Overall Satisfaction with Civic Services of 90% or more



Workforce Diversity



Lost Time Injury Frequency

Asset and Financial Stability



Municipal Property Tax per Capita



Annual Municipal Property Tax Increase



Municipal Property Tax as a Percentage of Total Revenues



Debt Supported by Taxes



Key Civic Infrastructure Status



Introduction to Business Line Reporting

The City of Saskatoon implemented major changes to its planning and budgeting process in 2011 that established a new business plan and integrated the City's operating and capital budgets. In part, this was done for the following reasons:

The City of Saskatoon believes that the resources allocated to the various programs, services, and projects should be tied to clear and achievable plans.

Because the City of Saskatoon's capital investments have a direct impact on the day-to-day operations, the City believes that by integrating the operating and capital budgets, it enables more effective management of the City's financial resources.

By combining the operating and capital budgets, the full costs of funding the City's business lines are more clearly understood.

The City's approach to business planning and budgeting is intended to:

- Improve transparency and decision-making by providing City Council and citizens with more information about where City funds are used, linking service costs to service levels and outcomes, and better connecting long-term goals to short-term spending decisions.
- Increase the City's accountability in delivering services to citizens effectively and efficiently, while maintaining its focus on a sustainable future.
- Help the City transform its organization by providing for more regular, ongoing, and thorough examination of City services to ensure that services are relevant to citizens' needs and priorities.

Business Line Overview

Arts, Culture and Events Venues	Provides opportunities for citizens to participate in and enjoy the benefits of arts, culture and events.
Community Support	Provides support and community investment to help build capacity in sport, recreation, culture, heritage, and social organizations, and enhances neighbourhood-based associations and organizations.
Corporate Asset Management	Provides building operation and maintenance services for the City's buildings and structures and manages its fleet of vehicles and equipment.
Corporate Governance and Finance	Provides administrative, human resources, information technology and finance supports for all other business lines.
Environmental Health	Preserves and protects the long-term health of our urban environment.
Fire Services	Provides fire prevention, public fire and life safety education, emergency response, and the direction and coordination of the City's emergency planning and preparedness.
Land Development	Operates on a level playing field with the private sector, and ensures adequate levels of serviced inventory for both residential and industrial land are maintained to meet demand.
Policing	Works in partnership with the community to develop collaborative strategies to reduce crime and victimization. In partnership with City Council and the community, continues enforcement with proactive prevention, education, and early intervention strategies.
Recreation and Culture	Provides opportunities for citizens to participate in and enjoy the benefits of sport, recreation, culture, and park activities.
Taxation and General Revenues	The property levy is the amount required from property taxes to balance the operating budget. This levy includes growth in the assessment roll over the previous year plus the requirements to fund the current year's budget. Supplementary taxes are levied on properties that were changed in the current taxation year and not a part of the original levy. Other corporate revenues, including the Municipal Operating Grant, are applied to the general fund and are included in this business line.
Transportation	Efficiently moves people, services, and goods while minimizing environmental impact and promoting sustainability.
Urban Planning and Development	A proactive approach to addressing future opportunities and pressures on our community that accommodates growth and change (e.g. population, diversity of public services and amenities, broader scope of education, research, business), while balancing long-term economic, environmental, and social needs and achieving the desired quality of life expressed by our citizens.
Utilities	Provides cost-effective and high-quality electricity (Saskatoon Light & Power), quality drinking water, treatment of wastewater, recycling, and storm water management (Water and Sewer).







Arts, Culture and Events Venues

Overview

Remai Modern

Remai Modern is a facility that is five times the size of the former Mendel gallery. Leading up to the opening of the new gallery, operating funds are being phased in based on the business plan and the City's ability to fund the increase. Remai Modern is poised to become the premier Western Canadian art gallery, celebrating the region's contribution to the visual arts world while maintaining an uncompromising commitment to public accessibility. It will be recognized across Canada as one of the top art galleries in the country, and will become a hub of arts and culture for Saskatoon.

Remai Modern will serve as a vital resource for local and regional art galleries, artist-run centres, museums, arts organizations, schools, universities and the diverse cultural communities of Saskatchewan.

The four-storey Remai Modern will be a year-round key destination in River Landing for both residents and visitors. Together with Persephone Theatre and planned residential and commercial development on the adjoining site, the Gallery will help to animate the riverfront and connect with downtown.

SaskTel Centre

SaskTel Centre provides world-class culture, sport and live entertainment experiences for the social and cultural enrichment of the region, and does so by focusing on the programs, place and the people. The core values that define SaskTel Centre's operations are: Excellence in Safety, Exemplary Customer Service, Strong Fiscal Management and Environmental Stewardship.

TCU Place

TCU Place provides a wealth of opportunities for citizens to participate in and enjoy the benefits of business and culture in Saskatoon. Strategically, TCU Place's key goal is to encourage the many citizens of Saskatoon to take advantage of the cultural activities available to them. These activities are the heart of TCU Place's quality of life agenda in promoting individual and community well-being.

The facility offers a total of 120,000 sq. ft. of multi-purpose space on three separate floors including a 22,400 sq. ft. ballroom. The Sid Buckwold Theatre, with a seating capacity of 2,074 gives the facility additional flexibility to host a convention general session, a concert or theatrical

Operating Budget: $7.2 million

Capital Budget: $0.8 million

Strategic Goal:

Quality of Life

performance. The theatre also works in partnership with and is home to the Saskatoon Symphony Orchestra.

At a Glance

Remai Modern

- 220,000 visits anticipated per year
- 2017 is the year the new gallery will open
- Five times the collection area of the Mendel Art Gallery
- Four stories tall

SaskTel Centre

- 800,000 visits per year
- 15,000 people can be seated
- Thousands of volunteers
- 600 contracted staff
- 28 years of operation

TCU Place

- 900,000 visits per year
- 120,000 sq. ft. of multi-purpose space
- 22,400 sq. ft. ballroom
- 2,074 people can be seated in the Sid Buckwold Theatre
- 800 events organized by Convention Services
- 60 booking dates in the Theatre

Major Projects and Initiatives

Remai Modern

- Leading up to the 2017 opening of the new Gallery, operating funds are being phased in based on the business plan and for the City's ability to fund the increase.

SaskTel Centre

- To expand the self-promoted event category and reduce reliance on major touring shows, in 2016, SaskTel Centre continued to operate Taste of Saskatchewan and Rock the River with tremendous (sold-out) success. SaskTel Centre added a NHL pre-season game to the schedule for 2016 and announced another game for 2017. Motorsports Spectacular, Saskatoon Spring Rodeo and PBR also were also successfully self-promoted events in 2016.
- Expanded programs and service offerings to increase revenue streams, included the addition of the Saskatchewan Rush as a tenant and added points-of-sale on the concourse.
- SaskTel Centre continued to implement building and system upgrades and replacements in 2016 as follows; LED-motion lighting added in stairwells, suite upgrades, kitchen upgrades, one concession and one bar location were refurbished, exterior LED lighting installed, air-handling unit upgrades, new ice-plant, and 15 security cameras added.

TCU Place

- Work continued with the City of Saskatoon on the development of a new business model for future expansion/enhancement of the facility. In 2016, TCU Place, along with SaskTel Centre engaged HLT Advisory Group and Conventional Wisdom to develop a plan with the purpose of ensuring the future success of Saskatoon's two primary public assembly facilities.
- Capital upgrades in 2016 for the building included new carpet in the Salon and Gallery areas ($260K) and server and networking system upgrades ($57K). Funding for these projects was provided by both TCU Place and City of Saskatoon Facilities and Fleet Management Division. Access to Midtown Plaza now complete.
- Continued development of a cultural diversity action plan to meet the needs of changing population demographics.
- There are planned upgrades to kitchen, caretaking, sound, lighting, and maintenance equipment to ensure continued service quality in meeting customer expectations.
- Continued to support the "Quality of Life" Strategic Goal, emphasizing the delivery of diverse and popular programming in the Sid Buckwold Theatre.



Community Support

Operating Budget: $13.7 million

Capital Budget: $0.3 million

Strategic Goal:

Quality of Life

Overview

Saskatoon consistently ranks among the top cities in North America for quality of life. The City of Saskatoon defines quality of life as the sense of well-being achieved when people are physically and emotionally healthy, economically secure, safe, have adequate shelter, a sense of belonging, and share cultural and social connections.

Achieving quality of life for residents of Saskatoon requires the combined commitment of individuals, families, community organizations, service providers and the City of Saskatoon. The Community Support business line provides both human and financial supports for community groups, as well as a broad range of City-led initiatives. These initiatives are aimed at building capacity in sport, recreation, culture, heritage and social organizations, and enhancing neighbourhood-based associations. The Community Support business line also provides subsidized or no-cost programs where cost is a barrier for families or individuals. In addition, within this business line are services respecting dignity and addressing cost as a barrier in the services provided by Cemeteries and the Animal Control program. Further, economic development, tourism and protection of our river valley are supported through contributions to the Saskatoon Regional Economic Development Authority (SREDA), Tourism Saskatoon and the Meewasin Valley Authority (MVA).

Community supports often take the form of investments in community-based organizations. This approach ensures a balance between municipal leadership and community involvement in the development and revitalization of facilities, programs and services, and the protection of Saskatoon's heritage buildings and structures. Partnerships and community collaboration continue to be keys to the success of this service delivery approach. Further, the human and financial leveraging facilitated through this approach is exponential.

At a Glance

Supports the participation in sport, recreation and culture programs:

- 937,000 visits to cultural facilities
- 161,300 community association program participants
- 60,000 sport, culture and recreation program hours

Support and community investments provided to:

- 65 social agencies
- 52 community outdoor rinks
- 50 sports organizations
- 47 community associations
- 23 community gardens
- 17 major arts, cultural and heritage organizations

Leverages many millions in self-generated revenue as well as human resources in the community-based organizations, including 125,000 Community Association volunteer hours.

Subsidies:

- 87,200 Leisure Access visits to leisure facilities subsidized a year
- 500 burials and 40 subsidized burials annually at Woodlawn Cemetery
- 200 spay or neuter surgeries subsidized a year



Major Projects and Initiatives

Aboriginal Engagement and Leadership

- Worked with the Office of the Treaty Commissioner, Saskatoon Tribal Council, Central Urban Métis Federation Inc., and 54 supporting organizations to launch a month-long series of activities to promote Reconciliation in Saskatoon.
- Participated in developing the *Saskatoon Aboriginal Community Action Plan* – a community based partnership comprised of local agencies and businesses committed to improving the lives of Aboriginal citizens of Saskatoon and the greater Saskatoon community.
- Cultivated new partnerships and programs – including a pilot *Wanska* Aboriginal youth leadership program and summer *Atoske* programs – for the Urban Aboriginal Leadership Program.
- Partnered with the U of S and 2J2 Consulting to establish the *Aboriginal Fitness Leaders* preparatory pilot program.
- Partnered with United Way, the Saskatoon Health Region and other community organizations to plan, promote, and implement the *2016 Wicihitowin Conference.*
- Co-developed the youth component of the *World Indigenous Business Forum.*

An Age-Friendly City

- Participated in the information session *"Adapting to Aging Communities: Developing a Strategy for your Municipality".*
- Collaborated with the Saskatoon Council on Aging to present the *Age Friendly Saskatoon Initiative: Implementation and Evaluation Report* to City Council, which approved the City's request to have Saskatoon join the World Heath Organization's network of Age Friendly Cities.

Corporate Accessibility Plan

- Continued to implement the *Corporate Accessibility Action Plan,* an ongoing effort to address accessibility of civic facilities, programs, services, and infrastructure.
- Met with the Saskatoon Accessibility Advisory Committee to review the progress made on the Plan and to establish recommendations for upcoming initiatives.
- Met with representatives from Saskatchewan Human Rights Commission to review information included in the plan.
- Reviewed status of the *Accessible Design Guidelines* as they relate to the provincial initiative to review building code standards for accessibility.

Major Projects and Initiatives

Engaging Youth

- Worked with the Saskatoon Children's Festival to incorporate the *I Am the Bridge* anti-racism education campaign into Children's Festival programming; submitted a funding request for the campaign to the Canada 150 project.
- Met with the Community Steering Committee from *Youth Speak YXE* – an interactive forum that engages youth and adult allies on topics ranging from civic engagement to discrimination – to help develop a youth engagement strategy.

Supporting Newcomers

- Continued to implement the *Immigration Action Plan* to ensure that City programs and services are changing along with the community.
- Assisted with community response to the Syrian refugee crisis – and more generally with refugee response and follow up – by developing education and awareness campaigns, producing communications materials and connecting initiatives with the city's *Culture Plan.*
- Worked with the Institute for Canadian Citizenship and the Saskatoon Police Service to host a Community Citizenship ceremony where 50 people took their oath of citizenship.
- Coordinated Treaty education and awareness for newcomers.
- Updated the "New to Saskatoon" map.
- Began to establish a Local Immigration Partnership for the Saskatoon community.

Supporting Arts & Culture

- Continued to implement *Culture Plan* recommendations with a focus on a long-term investment to support the cultural sector in Saskatoon.
- Outlined revisions to the *Culture Grant Program,* which were submitted to City Council for the 2017 budget.
- Planned and implemented *Culture Days 2016,* a three-day showcase of artists, creators, heritage experts, architects, curators, designers and other creative professionals.
- Met with the Planning and Development Division to discuss how to integrate *Culture Plan* objectives into the *Official Community Plan,* and to develop priorities and recommendations for the 2018 -2022 period.
- Developed a database and map of Saskatoon cultural facilities, public art, heritage and civic institutions, and artist studio spaces.
- Participated in *Cultural Statistics Strategy*, a partnership of national, provincial, and municipal partners led by the Department of Canadian Heritage that measures the economic importance of culture, the arts, heritage, and sport on the Canadian economy.
- Reviewed the latest report from the Federal Department of Canadian Heritage regarding the GDP economic impact of arts, culture and sport in Canada.
- Joined with seven cities to participate in a mid-sized study of *Indirect Cultural Investment,* with a goal to have a better understanding of non-cash contributions (in-kind; reduced rent etc.) from municipalities to the cultural sector.



Corporate Asset Management

Operating Budget: $8.1 million

Capital Budget: $14.7 million

Strategic Goal:

Asset and Financial Sustainability

Overview

The Corporate Asset Management business line provides support and services for all civic programs and departments including building operations and maintenance services for City buildings and structures such as leisure facilities, fire halls, transit buildings, civic offices, libraries and galleries, police headquarters, and other associated services for TCU Place and SaskTel Centre. The Fleet Services program within this business line provides equipment management services for the Corporation's vehicles and equipment fleet, including purchasing, leasing, maintenance and repair, fuel distribution and operator training.

The City employs an asset management and comprehensive maintenance program for the preservation of civic facilities and fleet infrastructure. This program combines preventive maintenance with cyclical infrastructure renewal to ensure facility and fleet assets are optimized for longevity.

At a Glance

- 3.5 million litres of diesel/gasoline provided per year via six separate fueling stations
- 360,000 square metres of building area managed
- 376 buildings valued at $1.58 billion with contents valued at $294.3 million
- 92,000 square metres of parking lots
- 29,000 park furnishings in 233 parks
- 11,500 Facility Work Requests issued with an average of 44 per working day
- 9,800 Fleet Services Work Requests issued with an average of 39 per working day
- 9,300 assets maintained via the Comprehensive Maintenance Program
- 1,450 radios and related infrastructure valued at $15.0 million
- 1,088 vehicles and equipment with a book value of $73.0 million
- 184 play structures valued at $8.5 million
- 55 user groups supported by Fleet Services within the Corporation
- 32 paddling pools, 19 spray parks, and 10 pools

Major Projects and Initiatives

Asset Management Plan

- Continued to partner with the Major Projects Division to oversee the transition into the new Remai Modern, which is expected to open in 2017. Worked with representatives from the Remai Modern, Persephone, and River Landing groups to formalize an Operations Plan and service level agreement that covers day-to-day operations. Worked with the Project Management Team to prepare for the upcoming opening.

Core Capital Renewal Principles

- Continued site assessment and work on individual park facility play structure and spray pad projects. Completed valuations for play structures.

Continuous Improvement

- Revised and began to implement new components of the *Corporate Security Plan* for all civic facilities to address access and emergency protocols.
- Reviewed an initial draft of service level agreements, with an aim to reflect the requirements and expectations of customers and user-groups and support program delivery.
- Identified and began implementing continuous improvement initiatives as part of the *Fleet Services Civic Service and Business Model Review.* Initiatives included a revised front entrance layout, parking lot optimization, new Service Agreements and extended work week.



Corporate Governance and Finance

Operating Budget: $51.4 million

Capital Budget: $2.1 million

Strategic Goals:

Asset and Financial Sustainability

Culture of Continuous Improvement

Overview

The Corporate Governance and Finance business line provides essential direction and support for the City of Saskatoon in three main areas:

- **Governance**
- **Finance**
- **Performance**

The leadership and expertise that City staff provides in these important areas help ensure the smooth, seamless delivery of programs and services to citizens, businesses, organizations and other stakeholders.

Corporate governance oversees legislative and legal compliance and implements strategic corporate programs to support City Council and the Administration. Corporate governance includes the Offices of the City Manager, the City Solicitor and the City Clerk, and carries out the legislated duties of the Corporation, as defined in the *Saskatchewan Cities Act*.

The Chief Financial Officer (CFO) provides corporate financial leadership to City Council and the Administration. The CFO reports to the City Manager and partners with the General Managers on the overall development and deployment of financial plans and strategies to enable effective program and service delivery. The CFO administers the Corporate Risk-Based Management System, which is intended to ensure that significant risks facing the City are addressed in a positive, systematic and productive way. The CFO is also the General Manager of the Asset and Financial Management Department.

A key function of the Corporate Governance and Finance business line is to operationalize the City of Saskatoon's mission and vision by aligning organizational performance with the Strategic Plan. Through sound management and strong governance the business line supports other divisions within the organization in achieving the seven Strategic Goals.

By focusing on continuous improvement and performance measurement, the organization is making strides to provide the best possible services in both an innovative and creative manner. Enhancing effectiveness and improving efficiency allows for the delivery of affordable and sustainable programs to citizens. This ensures the Administration continues to focus on its long-term goal of managing the Corporation in a smart, sustainable way.

The Corporate Governance and Finance business line contains several additional employee and organizational services that ensure corporate support functions work together to help front-line staff deliver quality services to the citizens of Saskatoon. Keeping citizens informed through community engagement and employing corporate communications are two important functions of the Corporate Governance and Finance business line.

Employee and organizational services include:

- Human resources
- Strategic and business planning
- Government relations
- Aboriginal affairs
- Corporate communications
- Customer service
- Information technology
- Billing and collection of revenue

At a Glance

- $41.7 billion of assessed property in Saskatoon
- $33.3 billion of taxable property
- $458.4 million in the 2016 Civic Operating Budget (excluding utilities)
- $228.8 million of projects in the 2016 Capital Budget
- 70,000 parcels of land are managed in our GIS system; 5,000 devices and 60 locations supported by Information Technology (IT)
- 3,918 permanent full-time, part-time, and job-share employees throughout the City
- 3,602 full-time equivalent positions throughout the City
- 2,600 citizens visited the online citizen budget tool in 2016; 803 submitted feedback
- 1,600 Service Alerts in 2015 regarding service disruptions
- 30 boards, commissions, and committees plus three major tribunals
- 18 Joint Occupational Health and Safety Committees
- 12 unions and associations within the City's organizational structure
- 11 elected officials including the Mayor and 10 Councillors

Major Projects and Initiatives

Continuous Improvement

- Converted Landlord Tenant Agreements and 2016 Service Accounts Receivables (SARs) to digital records and began work on daily investment and banking information conversions. Continued to explore opportunities to convert paper records to reduce current office storage requirements, allow for easier access to historical records, and assist with records security and efficiencies.
- Completed strategic risk registers for the City's high- and medium-ranking risks, which were reviewed by the Corporate Risk Committee and received by the Standing Policy Committee on Finance.
- Established guidelines and contractor standards and created a central asbestos database as part of ongoing efforts to implement the Corporate Asbestos Management Program for Buildings.
- Conducted health and safety audits for Parks, Construction and Design, Public Works, Saskatoon Water, Water and Waste Stream Management, and Roadways and Operations divisions.

Improving Customer Service

- Launched *Service Saskatoon,* a brand built on four pillars: Citizen Input, Staffing, Systems and Standards. Developed a dedicated webpage for the public to receive updates and the status of projects for each pillar. Launched the City's complimentary public Wi-Fi initiative in partnership with Shaw Communications.
- Introduced the Citizen Advisory Panel and sent three surveys to help define preferred City services, develop City budgets, and obtain input on the City's Leisure Guide.
- Initiated an Engagement Civic Services Review, which maps current engagement tools, techniques and processes used by the City. Wrote an action plan to coordinate efforts to develop a longer-term engagement strategy and framework. Developed an engagement SharePoint site to improve coordination and consistency of the engagement calendar and allow internal staff to request surveys from the Citizen Advisory Panel.
- Increased eBill adoption by 17 per cent, the result of successful conservation–themed marketing campaign.

Major Projects and Initiatives

Diversity and Inclusion

- Transitioned the *Saskatoon Aboriginal Employment Partnership (SAEP)* from SREDA to the Gabriel Dumont Institute (GDI) for a six-month interim period. Completed phase two of the project; phase three funding will flow through the City Of Saskatoon with a service agreement with GDI. Began to transition SAEP to non-profit status.
- Shared final research and data for an Equity and Inclusion framework with the Leadership Team as part of an effort to address the *Truth and Reconciliation Commission (TRC) Calls to Action*. The framework includes an equity and inclusion lens developed by the *Systemic Initiative Program* through CLASSIC (Community Legal Assistance Services for Saskatoon Inner City) – a program overseen by the University of Saskatchewan – and compares diversity, equity and inclusion programs administered by municipalities across Canada.
- Collaborated with the Office of the Treaty Commissioner (OTC), the University of Saskatchewan, the Police Service, and other community partners to respond to the *TRC Call to Action #57*. Compiled a list of community elders and residential school survivors to serve as speakers in future events. A final report back to City Council is scheduled for development in the spring of 2017.

Website Enhancements

- Continued to review third-party applications against digital standards to support efforts to enhance the City's new website. Began work to develop a single landing page on Saskatoon.ca for all available online services.

Taking Care of City Business

- Completed the *Internet Publishing* module and began work on the Report Manager module – components of the Electronic Agenda and Meeting Management initiative designed to streamline processes and improve access to information from City Council and Standing Policy Committees.
- Initiated a service review for Corporate Payroll with completion planned in 2017.
- Completed a review of Capital Reserve Bylaw and Reserve Policies, making update recommendations to align with best practices.
- Continued to expand the *Asset Management Program* by producing a report for budget deliberations with sections that addressed improvements in the City's Parks, Transit, Water Distribution, Roadways, Sidewalks, Bridges and Structures. Continued work on other asset management reports such as Fleet, Facilities and Saskatoon Light & Power.
- Wrote a report for the Standing Policy Committee on Finance that outlined a process and methodology for a *Corporate Asset Management Plan*.
- Continued to develop and implement enterprise-based strategies for the City's architecture, data, asset management and other core functions. Completed evaluations of portfolio and capital projects and established a committee that will deliver further recommendations to the City's Leadership Team.
- Approved capital funds for a comprehensive system to consolidate current financial, payroll and human resource systems. Completed preliminary work on the project and will continue to execute next steps in early 2017. A Request for Proposals will be issued in the first quarter of 2017 to address the viability of a cloud-based component for the system.
- Used Civic Service Reviews (CSR) and Internal Process Reviews (IPR) to improve collaboration across multiple divisions, which resulted in enhanced service delivery in Urban Forestry, Fire Prevention, Special Events, Building and Development Permit, Fleet Services and other areas.
- Highlighted projects that could benefit from CSR and IPR program support. Began discussions with division leads to ensure efforts aligned with Service Saskatoon and the Internal Audit Plan. Completed a list of CSRs/IPRs for 2017 and began planning for 2018-2020 initiatives.
- Collaborated with the Saskatoon Fire Department to help them fulfill their officer training requirements for 2017-2018.
- Developed four key IT strategies to respond to the 'systems' pillar of Service Saskatoon: *Best Managed City, Citizen Center Services, Smarter City,* and *Strategic Business Partner.* Each strategy contains programs that provide integration roadmaps to deliver the new service model to city residents.



Environmental Health

Operating Budget: $12.7 million

Capital Budget: $1.6 million

Strategic Goal:

Environmental Leadership

Overview

A healthy environment is essential to a healthy population, now and in the future. The City of Saskatoon demonstrates Environmental Leadership through a number of programs, services and activities under the Environmental Health business line. Saskatoon's waste handling services form the core of this business line. Plans, policies and environmental regulations guide air, water and land protection, along with efforts to reduce the impact of our activities for the benefit of citizens today and tomorrow.

Programs and services include: collection and management of solid waste; recycling and composting program development and management; implementation of environmental programs to reduce energy use and the emission of greenhouse gases; stewardship of household hazardous waste; responsible management or remediation of City-owned contaminated sites; water and air quality protection efforts; management of Saskatoon's urban forest; prevention of the spread of insect and plant pests; wildlife management; and environmental policy development. These programs and services are delivered by three divisions:

The Public Works Division is responsible for Waste Handling, the Parks Division delivers Pest Management and Urban Forestry services and the Environmental & Corporate Initiatives Division is responsible for the Environmental Program and components of the Waste Reduction and Resource Recovery program.

At a Glance

Urban Forest: Parks

- 110,000 trees with approximately 60 per cent of the inventory lining city streets and 40 per cent located within civic parks
- 10,000 trees proactively pruned each year
- 2,500 citizen requests for tree health assessments, pruning and clearing of broken/hanging branches, tree removals, and clarification of tree ownership

Pest Management: Parks

- 94,500 hectares of land in and around Saskatoon is monitored seasonally to identify and treat for mosquito larval habitat
- Trees within the City's urban forest are inspected annually for diseases such as Dutch Elm Disease (DED)

Garbage: Waste Handling Services

- 2.8 million residential containers collected each year with a 99.9 per cent success rate

- 112,000 tonnes of garbage received at the Landfill annually; 55 per cent is residential garbage
- 68,500 single-family homes and 23,000 multi-unit residential properties receive garbage collection services by a fleet of 18 garbage trucks

Environment: Environmental Programs

- $7.3 million saved on construction projects involving contaminated soil while also improving environmental stewardship of materials of concern to human or environmental health
- 14 civic buildings contain sophisticated utility monitoring equipment to prepare for extensive energy efficiency upgrades that will save hundreds of thousands of dollars in future annual utility costs
- Nine waste diversion programs divert 21 per cent of the waste generated in the community away from the Landfill

Major Projects and Initiatives

Protecting Air, Water, Soil and Trees

- Developed documentation for the *Efficient Waste System Initiative* and the Energy Performance Contracting Project Charter.
- Put in place management tools for the *Soils Handling Strategy* and continue to develop procedures for the Corporate Spill Response.
- Established benchmarks for Civic environmental performance in energy, waste diversion and reduction, and alternative transportation.
- Created a single *Green Infrastructure Strategy* project charter, which includes sections that cover Natural Areas, Stormwater Utilities, and Stormwater Management. Research for the charter is ongoing.
- New tree inventory software was purchased to help plan, manage workflow and prepare for impacts of climate change. The software provides greater accuracy on tree location and condition.
- The Dutch Elm disease program included an awareness campaign that included Facebook ads, a pruning ban PSA, a news tour, a utility bill insert, radio commercials and signs at the compost depots. Additional surveillance focused on less-frequently surveyed areas, and elm inventory data was collected throughout the season. No cases of Dutch Elm Disease were detected during the season. Strategy for the 2017 season is to maintain regular elm surveillance and increase pruning in shelterbelts.
- Graduated emergency response plans were completed for Dutch Elm disease and Emerald Ash borer. These will be reviewed annually to ensure effective levels of response to insect and disease activity.

Working with Employees

- Developed an environmental training program to help civic employees understand the environmental implications of their work, along with an awareness campaign to remind employees how they can make small changes to decrease their environmental footprint.
- Developed a new guidance document for Project Managers and Report Writers, which will be rolled out in early 2017.
- Significantly reduced safety incidents by implementing recommendations from the *Waste Handling Civic Service Review*. Training programs have been fully implemented.
- Established an online carpool-sharing site for City employees.
- Continued to advance Sustainability training.

Improving the Green Cart Program

- Completed improvements for the Green Cart registration process, which was turned over to operations. Completed the knowledge base for the *Integrated Waste Management Customer Service* initiative.

Diverting and Managing Waste

- Completed analysis of four residential and business waste audits and began developing a *Draft Waste Diversion Plan*. Audit data will be used to generate program options for increasing diversion based on best practices across Canada.
- Approved a business plan and concept for Recovery Park, a 'one-stop' waste diversion facility located west of the landfill that has the potential to increase waste diversion to 30 per cent. City Council approved a capital budget for completion of design and construction of Phase 1 for 2017.
- Launched the *Healthy Yards* program for 2016 and held several curbside swaps. Completed the Student Action for a Sustainable Future program and launched the Master Naturalist program. Developed materials for the Healthy Yards, Water Conservation, and Recycling Education and Communications programs, which will re-launch in 2017.

Recycling at Civic Facilities

- Updated recycling bins in City Hall and Civic Square East meeting rooms and foyers.


Photo Credit: Greg Pender

Fire Services

Operating Budget: $46.6 million

Capital Budget: $2.4 million

Strategic Goal:

Quality of Life

Overview

The Saskatoon Fire Department (SFD) is responsible for emergency planning and response to mitigate all incidents of concern within the City of Saskatoon and surrounding RMs that are covered by applicable service agreements. The Department's responsibility to enforce the above initiatives is through both *The Fire Prevention Act 1992* (soon to be *The Fire Safety Act*) and *The Emergency Planning Act*. The responsibilities of the SFD are enabled through *The Cities Act* and then Saskatoon Fire and Protective Services Bylaw 7990 within Part II, Section 4, and codified June 18, 2012. The SFD combines enforcement with proactive prevention and education to align with the City's Strategic Goals of Public Safety and Quality of Life.

At a Glance

- 334 staff within the Operations, Administration, Prevention, Training, Emergency Measures, and Support Divisions
- 12 front-line engines, two rescue trucks and two aerials are operated out of nine fire stations
- 12,623 emergency and non-emergency calls required crews to respond, not including inspection activity or community engagement events
- 2,363 complaints which generated 3,190 inspections and re-inspections were received by the Fire Prevention Division
- 221 fire investigations resulting in five criminal charges
- 24 students in Grades 9, 10 and 11 from five high schools participated in the F.I.R.E. Cadet Program, an eight-week fire training program
- Three graduates from the F.I.R.E. Cadet Program were employed with the Saskatoon Fire Department during July and August for property maintenance, fire prevention initiatives, and community relations events

Major Projects and Initiatives

Continuous Improvement

- Modified response configurations and relocated apparatus to optimize SFD staffing levels. Implemented an *Automated Vehicle Locator* pilot project that will improve safety for operations and inspections and enable SFD dispatchers to choose equipment based where an emergency incident occurs.
- Worked with Local 80 to revise the SFD Training Model. Partnered with Martensville Fire to strengthen regional relationships and improve safety training and performance.
- Undertook a thorough continuous improvement review which included assessments of SFD revenue sources, operating expenditures, operational effectiveness and staff deployment. Successfully developed a rural fire dispatch for communities surrounding Saskatoon as part of a regional partnership plan.
- Undertook an Internal Process Review to determine efficiencies in the Fire Prevention Division. Produced report-based Review findings to take forward to committee.

Upgrading and Expanding Locations

- Worked with Saskatoon Land to acquire land to house future upgrades of the department training and mechanical maintenance shop. The North Industrial Fire Station will facilitate efficient operation of local divisions as part of a 10-year SFD Infrastructure plan.
- Worked with Transportation to finalize the closing of the alley to the north of Fire Station No. 1, which will add to the design flexibility for the new station.
- Advanced architectural drawings for the new Fire Station No. 3, which are nearly complete. Construction is set to begin in early 2017.

Working Together

- SFD and Emergency Measures Operations (EMO) continue to forge a partnership with EMFS to address disaster response. SFD also began to manage fire dispatch for areas surrounding Saskatoon and will continue to partner with EMFS to develop an *Emergency Services System* and Emergency Planning protocols related to forest fires. SFD also renewed its commitment to redeploy the HUSAR Task Force team, which focuses on Heavy Urban Rescue.
- Continued discussions with Community Services to determine best practices for property maintenance within the City.



Land Development

Operating Budget: $6.4 million

Capital Budget: $51.5 million

Strategic Goals:

Asset and Financial Sustainability

Sustainable Growth

Overview

This document includes the City of Saskatoon's 2016 Land Development Operating and Capital Budgets. The document focuses on three service lines, Saskatoon Land, Corporate Projects and the Land Development-Capital program, each devoted to ensuring an adequate supply of new infrastructure is in place to accommodate new development and core civic services. A healthy land development industry plays an important role within an expanding economy. It provides the base upon which immediate and future growth will thrive.

Saskatoon has witnessed considerable economic growth in recent years – growth that would have been constrained if sufficient land had not been available for development. The Land Development business line responds to the needs of a variety of customers in the housing, commercial, institutional and industrial sectors. It invests capital dollars in the provision of municipal infrastructure and creates demand for durable products and employment. This adds value to the economy and encourages job growth, positive net migration and other important multiplier effects. Over the past five years significant investment has been made to accelerate infrastructure extensions into new developments in the Holmwood, University Heights, Blairmore and Marquis Industrial Sectors. These new growth areas and various infill developments, throughout the City, will play a vital role in providing the serviced land that will accommodate new housing and commercial investment in the City over the next five to 10 years.

Projections for growth in the community remain positive. However, most economic indicators suggest a moderation of population and employment growth will occur in Saskatoon throughout 2016. Reduced land absorption and increases in residential and industrial serviced land inventories have occurred in the Saskatoon market over the last two years, requiring developers to reevaluate previously planned servicing. The 2016 Land Development Budget includes several adjustments to previously approved capital funding requests to accommodate changing market conditions and revisions to the timing of proceeding with servicing phases noted in the Three Year Land Development Report. New infrastructure investments, originally thought to be required in Saskatoon Land's ownership in the Elk Point and Brighton neighbourhoods, have been deferred to future years. Should significant changes in demand for serviced land in Saskatoon occur, subsequent annual capital budget submissions will be adjusted.

The City of Saskatoon is unique in that it is a land developer. Saskatoon Land operates on a level playing field with the private sector. It is mandated to:

- ensure adequate levels of serviced residential, institutional and industrial lands are available at competitive market values,
- to provide innovation and leadership in design for new growth, and
- to provide financial returns at competitive rates of return on investment to the City for allocation to civic projects and programs. Saskatoon Land is operated on a for-profit basis, with 100 per cent of the surplus funds allocated for reinvestment in the community.

Another essential element in ensuring success of the land development business objectives is performed by Real Estate Services. This Section of Saskatoon Land is responsible for all real estate functions and activities for the Corporation including the acquisition of future development lands and all corporate land requirements, administering of both internal and external leases, coordinating and overseeing the maintenance of lands held for future development, providing valuations and providing real estate advice to the Corporation as a whole. This section is also responsible for the planning and implementation of the City of Saskatoon's corporate accommodations plan.

The Land Development-Capital program includes the construction of arterial roadways, trunk sewers, primary water mains, roadway interchanges, lift stations and suburban park development. These projects are funded from the collection of offsite levies collected from all land developers and are necessary for the City to support continuous urban growth.

At a Glance

- $123.3 million in net proceeds from land development investments in Hampton Village, Willowgrove, Evergreen, and Rosewood have been allocated by City Council to operating budgets and various capital projects since 2007
- $63,425,600 in total sales revenues for 2015
- 7,000 acres of future development land is managed/ maintained
- 1,850 acres of land has been acquired over the past two years for civic projects and future development
- 159 residential lots were sold for a total of $23,207,900
- 80 leases of land and buildings are managed totaling approximately $1.925 million in annual revenue
- 10 industrial parcels totaling 20.96 acres were sold for a total of $11,429,000
- Eight institutional and multi-family parcels totaling 30.17 acres were sold for a total of $28,788,700
- 51 internal projects were delivered and received technical services for private development from Construction and Design; servicing Major Projects, Urban Design, Transportation, Saskatoon Land, and Public Works

New Land Development:

- 4,400m of new water mains
- 3,810m of new sanitary sewer mains
- 3,510m of new storm sewer mains
- 12.6 lane kms of new local and collector roads
- 1.7 lane kms of new arterial roads

Major Projects and Initiatives

Neighbourhood Updates

- **Aspen Ridge**: Phase A1 and A2 are serviced and ready for sale in 2017 to accommodate new dwelling construction in the Northeast.
- **Blairmore**: Completed a *Draft Neighborhood Concept Plan* for Blairmore 3; submission of the draft plan will take place once development phasing is determined.
- **University Heights**: Completed most of the initial studies and preliminary design options for University Heights Suburban Development area and began a detailed design phase for the project.
- **Elk Point:** Completed a *Concept Plan* for the Elk Point neighborhood; submission to Committees and City Council expected to take place in spring 2017.

Infrastructure Development

- **Roads**: Opened Arterial road construction at Zimmerman Road, which requires a further 400m of sidewalk and landscaping. Began construction on the McOrmond Drive North projects, which is scheduled for completion in 2017. Posted the Fedoruk Drive project for tender.
- **Sewer**: All trunk sewer extensions are completed in Aspen Ridge, Brighton and the Marquis Industrial area. The storm ponds in Aspen Ridge and Brighton are completed and the Marquis pond is scheduled for completion in 2017.
- **Water**: Continued construction on Marquis Industrial primary water main projects and began area grading on the Aspen Ridge project; both are scheduled for completion in 2017. Saskatoon Water and Dream Developments continued to

Major Projects and Initiatives

evaluate options to put the Brighton primary water main into service.

New Saskatoon Fire Stations

- Acquired the north parking lot of St. Martin's Church, which will become the location of a new Fire Station.
- Continued discussions with the University of Saskatchewan in an effort to secure a site in the University's College Quarter development to accommodate relocation of Fire Station No. 5.

Parks

- Completed construction drawings in Rosewood Mackay Park and Glen Penner Park; the projects will be tendered in spring 2017, with landscape construction scheduled to be complete in summer 2017. Commenced design work on Struthers Park.
- Began construction and completed grading operations at District Park and Secondary Core Park in Evergreen. Completed all operations in Funk Park.
- Completed 25th Street Streetscape Extension planting. Deficiencies and potential plant mortality due to weather conditions will be addressed in the spring of 2017.
- Established the seed mix needed to reduce mowing frequency on City of Saskatoon Open Space in Kensington neighborhood. Properties and ongoing performance of grass species will be monitored in 2017 to determine if expanded use is warranted.

North Downtown

- Completed the *North Downtown Master plan* design; Saskatoon Land is now undertaking a review of possible funding models to deliver the project.

Continuous Improvement

- Identified immediate opportunities to provide co-located efficiencies for several City divisions in an effort to reduce pressure for office space in City Hall and area. The physical aspect of these opportunities will be rolled out in early 2017.
- Began development of a new website and live mapping tool for Saskatoon Land and its building customers to market City communities and land parcels. Full implementation of website and live inventory mapping is scheduled for spring 2017.
- Undertook survey and research to identify immediate and short-term space needs for a several City divisions. Formed a new committee to consider future space requirements and identify preferred satellite locations to ensure that services will be provided in the most efficient and effective way possible.



Policing

Operating Budget: $84.3 million

Capital Budget: $2.2 million

Strategic Goal:

Quality of Life

Overview

The 2015 Insightrix Community Satisfaction Survey indicates that 92 per cent of the respondents are satisfied with the Saskatoon Police Service (SPS). Public safety is key to this perception and is also essential in a healthy, growing community. Individuals, families, community groups, social agencies, businesses, and visitors all benefit from the many programs and services offered through the Policing business line.

The SPS completed a core service review and decided upon its core responsibilities: Emergency Response, Quality Investigations, Traffic and Community Involvement. The redeployment in 2007 positioned the SPS in a very operational stance, with almost all sworn members directly dealing with the public. A further redeployment to put police officers on the street took place in 2015. The Board of Police Commissioners will also examine the options for a complete operational review of the SPS in 2016.

The SPS works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The Service, in partnership with the Saskatoon Tribal Council, Federation of Sovereign Indigenous Nations and the Saskatoon Health Region have formed an Action Accord to reduce the number of intoxicated persons held in police cells.

The SPS has also taken a lead position to implement community mobilization with the HUB model bringing together Social Services, Education, Health and Mental Health to help high risk individuals and families.

At a Glance

- 639.61staff members at SPS:
  - 448 police officers
  - 58.5 special constables
  - 133.11 civilians
- 261,251 calls received at by the communication centre including 78,277 calls to 911 and cars dispatched to 76,745 calls for service
- 10,659 arrests processed through the detention area
- 29,638 traffic tickets issued

Major Projects and Initiatives

Major Initiatives

- A work of art honouring missing and murdered Indigenous women was commissioned, with the bronze memorial to be on permanent display outside Saskatoon's police headquarters. The unveiling is scheduled for May 2017.
- Continued focus on reducing street crime, with emphasis on robberies, thefts and mischief; reduction of 14 per cent Robberies, reduction of 7.8 per cent Mischief, increase of 19.6 per cent Theft. Due to an influx of methamphetamine, total property crime (break and enter, theft, mischief, graffiti, theft of motor vehicles) rose 13.6 per cent. Similar increases occurred in Calgary, Edmonton, Regina, and Winnipeg.
- Completion of a five-year business plan 2015-2019; a Business Plan was created and approved by the Board of Police Commissioners.

Continuous Improvement

- An Operational review of the entire SPS was undertaken, with the balance of the Operational review expected to be completed fall of 2017.
- The SPS partnered with the City of Saskatoon for a corporate approach to a new payroll and scheduling system. SPS to follow the timelines established by the City initiative.
- No additional vehicles were purchased due to a freeze on Criminal Investigation Division vehicle purchases.
- No additional radios purchased due to purchasing freeze.
- 16 officers were redeployed to patrol from various areas of the SPS. This increased our number of uniformed frontline responders and helped to reduce this major pressure point. This redeployment delayed the need for additional staffing. Redeployment continued to be effective, increasing the number of officers in patrol and improved response time.
- Now fully staffed, the Police and Crisis Team Unit (PACT) consists of two Police Officers and two Mental Health Workers. The Unit reduces the number of frontline police responses to deal with mental health issues, and is also reducing the amount of time officers are having to spend waiting at hospitals. The PACT unit proves very effective in responding to persons suffering from mental illness.
- HUB – Community Mobilization Project where Police and other agencies partner to attempt to reduce the underlying issues which often lead to future police involvement.
- Centre of Responsibility (COR) is a multi-sector team that uses multi-sector analytics to collect data to inform best practices. The COR is meant to challenge the system to find better ways of doing business that will reduce risk and increase community safety and well-being. The Province however, abandoned the COR concept and is no longer funding the initiative.
- A partnership among the Government of Saskatchewan, the Saskatoon Police Service and the University of Saskatchewan was created. The premise of the Predictive Analytics Laboratory is that Saskatoon Police data, if analyzed by modelling experts, may improve community safety and diminish harm to victims. The Analytics Lab is progressing, with data sharing agreements pending.
- A four-year agreement with Prairie Land Exhibition has helped to reduce the amount of police overtime required for traffic control at the Exhibition by increasing the amount of paid special duty. The Prairieland Exhibition has agreed to increased funding for paid special duty.
- Alternative Measures Program (AMP) – Approved Retail Loss Prevention Officers worked in conjunction with the SPS on certain cases of theft from retail stores to report and release offenders without Police having to attend. Authorization to release the offender is made by a police sergeant over the phone. The program has proven effective with an increase of pre-charge diversion. It has also streamlined the time police spend at these calls because Loss Prevention Officers now complete reports prior to police arrival.







Recreation and Culture

Overview

Participation in physical recreation is essential to building healthy, active individuals from children to older adults. To enable participation in active recreation experiences for people of all ages, the Recreation and Culture business line provides opportunities to participate in and enjoy the benefits of sport, recreation, culture and park activities. Saskatoon values its people and their strong sense of community; its education, recreation, sport and park resources are central to the City's quality of life.

The Recreation and Culture business line can enhance recreation and parks benefits by providing and offering recreation and parks facilities, spaces and programs directly and in partnerships with others. To get more people, more active, more often, the Recreation and Culture business line provides indoor and outdoor recreation and sport facilities, works with local community organizations to operate and provide programs for youth and adults, and provides direct program opportunity in and provides support to community-based organizations involved in delivering programs and services. Saskatoon's parks and open spaces provide areas for citizens to play sports, walk, wheel or bike along pathways, and play in playgrounds and paddling pools. In addition, river valley parks are home to many of Saskatoon's festivals and major seasonal special events enjoyed by citizens and visitors to the area.

At a Glance

- $3.0 million dollars of public art maintained
- 1.4 million visits to City-operated leisure centres
- 300,000 visits to the riverfront trail at River Landing
- 285,100 visits to the Forestry Farm Park & Zoo
- 276,116 tickets sold at PotashCorp Playland at Kinsmen Park (2016 being the first full season)
- 130,000 participants in the summer playground programs
- 121,200 rounds of golf played
- 33,000 hours rented to community groups at leisure facilities
- 20,200 visitor nights at the Gordon Howe Campground
- 14,820 people registered in swimming lessons
- 12,000 participants in community association and neighbourhood-based programs

Operating Budget: $27.1 million

Capital Budget: $6.0 million

Strategic Goal:

Quality of Life

- 2,500 hectares (6,178 acres) of park/open spaces
- 1,200 trees planted annually in park and reforestation projects
- 283 outdoor sports fields and six leisure centres
- 145 km of park pathways
- 17 major arts, cultural and heritage organizations supported attracting 937,000 visits
- 30 paddling pools, 17 spray pads, 11 youth centres, and two travelling program vans
- 14.8 hectares (36 acres) of pathways, green space, etc. at River Landing

Major Projects and Initiatives

WinterCityYXE

- Held public workshop in which participants helped plan public engagement for *WinterCityYXE 2017* with funding approved by City Council.
- Posted an inventory of existing winter-related assets to the *WinterCityYXE* web page.
- Had consultants work with recreation staff to offer programs in select neighbourhoods, promoting community-level engagement.
- Identified and contacted partners regarding potential *WinterCityYXE* initiative with Canada 150.
- Included community association outdoor rinks on the City's online map to promote existing activities.

Continuous Improvement

- Finalized report to City Council documenting deficiencies in paddling pools and park and recreation buildings including options for sustaining these facilities with solutions from other cities.
- Improved parks maintenance job costing and tracked performance against current service levels with a Work Management system.
- Furthered system improvements with training programs for management, supervisors and staff as well as surveys for users within Parks work units.
- Completed a Special Events Internal Process Review that explored opportunities for improving efficiency and service within the application, review, and implementation stages of the current outdoor Special Events process. As part of the review, the Special Event application form and user guide was updated.
- Identified recommendations and outcomes for inclusion in the Official Community Plan in conjunction with Planning and Development division.
- Completed or began work on several recommendations as part of the *Recreation and Parks Master Plan*, including updating and enhancing the *Parks and Open Space Classification system,* updating and enhancing the *Park Development Guidelines* and the *Landscape Development Standards,* completing the feasibility study for the City Centre Recreation Facility and reviewing the fees and charges schedule for the Leisure Centres.

Dog Parks

- Completed construction of the City's ninth off-leash dog park within Fred Mendel Park and opened it to public use.
- Finished detail design work, awarded a construction tender, and began construction on Paul Mostoway off-leash dog park, the City's tenth such park, located in Hampton Village.
- Issued a tender for upgrades to the Avalon off-leash dog park, including development of an accessible pathway.

Leisure Centre Initiatives

- Launched *Pick Your Perk* program for long-term LeisureCard customers in efforts to increase participation at indoor Leisure Centres, featuring the following perks for signing up for a 12-month Leisure card: *Early Bird registration, 12 months for the price of 11, or a $45 PerkCard.*
- Continued monitoring and evaluating the system throughout the year and looked into possible new admission products.

Sport, Culture and Recreation

- Held meetings with the YMCA and Saskatoon Tribal Council (STC) to determine the best location for a single combined facility to be built in the core neighbourhoods and began pursuing two opportunities with these partners, as announced in a May news conference.
- Explored the possibility of a location in or around White Buffalo Youth Lodge with STC and a potential new partner, Saskatoon Public Schools.

Major Projects and Initiatives

- Pursued second initiative with YMCA exploring a range of partnership models.
- Finalized an agreement with the University of Saskatchewan to provide $1 million funding for the twin-pad arena on campus.
- Implemented the *Public Art Policy,* furthering efforts to include cultural expressions in civic spaces.
- Identified future capital projects – for 2018 and beyond - on the basis of their locations' individual cultural significance.

Parks Update

- Awarded project management tender for satellite maintenance buildings for Lakewood, Zakreski and Hyde Parks after designs were completed. Building construction tenders were not awarded as they were significantly over budget, but five new maintenance buildings are being retendered and the capital project budget was adjusted to support higher construction costs.
- Continued work with the Meewasin Valley Authority to complete the design for Chief Whitecap Park, followed by construction of its north parking lot and installation of parking lot fencing, the off-leash dog park area, and site amenities such as garbage cans, benches and dog waste bag dispensers.
- Presented the updated master plan for Chief Whitecap Park at three public information sessions in January, receiving 82 per cent approval from the 96 people in attendance. The revised plan was presented to the *Crime Prevention Through Environmental Committee* for review and comment.
- Awarded the construction contract for the north parking lot with work completed in the third quarter of 2016.
- Continued to finalize information for the Discretionary Use Application to the Rural Municipality of Corman Park (RM) for the off-leash dog park which is subject to RM approval of the Discretionary Use conditions.





Taxation and General Revenues

Overview

The property levy is the amount needed from property taxes to balance the operating budget. The budget changes annually to service level changes, growth impacts, inflation and other variables. 2016 saw expenditures increase by $23.8 million (5.3 per cent) while operating revenues increased by $16.3 million (3.68 per cent), creating a funding gap of $7.5 million. Therefore, an increase of 3.96 per cent from property taxes is included to balance the budget.

Grants-in-lieu are received from federal and provincial governments for their tax-exempt properties. Equivalents to property taxes are calculated and the City applies to these governments to pay this amount. The largest portion of grants-in-lieu comes from civic utilities including electricity, water, wastewater and storm water. Utilities are treated like corporations that would pay taxes for using property, both above and below the surface, to conduct their business.

Recently annexed properties are also included in the property levy. Annexation cost is amortized over the agreed-upon number of years used to calculate the annexation provision to the RM of Corman Park and is expensed as Tax Loss Compensation.

Also included in this business line are General Revenues not dedicated for any particular purpose other than general administration and provision of programs and services.

Operating Budget: $(359.0) million

Capital Budget: $0.0 million

Strategic Goals:

Asset and Financial Sustainability

Economic Diversity and Prosperity

At a Glance

Assessment Roll for 2016:

Total Assessment for Saskatoon:	$	41,734,317,200
Total Number of Properties:		92,464
Total Taxable Residential Condos:		21,144
Total Taxable Residential (less than 4 units):		63,406
Total Taxable Assessment:	$	33,276,903,590
Taxable portion: (77.3% of total)	$	25,719,347,120
Exempt portion: (22.7% of total)	$	7,557,556,470

Major Projects and Initiatives

- The City continued work on the 10-year strategy to investigate alternative revenue sources to help reduce reliance on residential property taxes. Work continues on proposing high-level guiding principles, identifying potential new opportunities and on planning and developing a naming and sponsorship policy.



Transportation

Operating Budget: $102.2 million

Capital Budget: $64.5 million

Strategic Goal:

Moving Around

Overview

Saskatoon is growing in geographic size as well as population. As the city grows, the challenges involved in safely and efficiently moving people, services and goods around is become increasingly complex. The Transportation business line brings together a wide range of City services and programs, each of which plays an important role in meeting the transportation needs of Saskatoon residents.

Transportation involves planning, design, building, maintenance, operation and regulation of the City's expanding transportation systems. This includes facilities for all modes of travel – pedestrian, bicycle, vehicle and public transit. Saskatoon Transit provides fixed-route service on designated bus routes as well as service for people with mobility issues.

Transportation also involves traffic signal operation, parking control and enforcement, street lighting, seasonal lighting, sidewalk and back lane maintenance, traffic noise attenuation, street sweeping, and snow and ice management. In addition, it provides services for maintenance and rehabilitation (preservation) of all roadway assets including roads, bridges and overpasses, sidewalks, back lanes and pathways.

Finally, Transportation is about planning for the future. A main focus of the Transportation business line is to explore innovative ways to efficiently move people, services and goods, while minimizing environmental impact and promoting sustainability.

At a Glance

Bridges and structures:

- 48 interchanges and overpasses
- 24 pedestrian overpasses and tunnels
- Seven river crossings

Roads and sidewalks:

- 4,005 lane km of paved roadways
- 1,932 km of sidewalks
- 453 km of back lanes
- 200 lane km of gravel roadways
- 163,000 potholes repaired using over 2,845 tonnes of asphalt

- 38,000 work requests issued from Public Works Customer Service Center
- 30,340 street lights
- 400 walkways each maintained six times between May and September

Transportation:

- 2,800 metered parking stalls
- 1,194 km of dedicated cycling facilities
- 520 traffic count stations
- 483 seasonal decorations on street lights
- 285 traffic signals

Public transit:

- 12 million riders used transit in 2015 over the 365 days a year
- 188 public transit buses: 146 conventional 40-foot diesel buses (37 high floor), 26 Access Transit buses, 10 articulating buses, and six mid-sized low floor 26-foot diesel buses
- 26 bus routes operate on 276 km of streets providing service to 1,668 bus stops
- Proportion of workers in Saskatoon commuting to work by car, truck or van, by public transit, on foot, or by bicycle, census metropolitan areas as provided by Statistics Canada, National Household Survey, 2011: Walking – 5.1 per cent; Bicycle – 2.0 per cent; Public Transit – 4.4 per cent; and, Car, Truck or Van (Driver and Passenger) – 86.5 per cent

Major Projects and Initiatives

New Civic Operations Centre

- Completed construction of the new Saskatoon Transit Operations Facility and the City's first Snow Management Facility as part of the new Civic Operations Centre.

Continuous Improvement

- Determined how many staff were needed in all workgroups to improve efficient delivery of service and implemented schedule changes.
- Implemented new work tracking sheets and software to guide staffing needs in all operations, allowing staff to be reallocated and jobs created to meet demand: in Waste Stream Management, the Landfill workgroup decreased overtime by staging shifts to address peak periods, the Collections workgroup saved fuel by implementing route tracking and partially implementing the ELEMOS system, and Landscaping shifted work hours to better suit business needs.
- Reduced costs for Public Work and Urban Planning by coordinating back lane tree trimming services across all sections. The Logistics and Procurement section tendered a one-year contract for back lane tree trimming service and this contract will be used by all sections in Public Works and Urban Planning.

North Commuter Parkway and Traffic Bridge

- Completed demolition and construction of all piers at the Traffic Bridge and steel erection for Span 4 (south span) is underway.
- Continued ongoing work on south embankment in Rotary Park.
- Completed Pier 1 (west pier) and Pier 2 (centre pier) at the North Commuter Parkway and the east and west abutments are nearing completion.
- Nearly completed road embankments for the associated new roadways and underground utilities are being constructed.
- Substantially completed the Attridge Drive-Central Avenue intersection with only minor cleanup items (median infills and landscaping the shoulders) remaining to be addressed in the spring of 2017.

Building Better Roads

- Recognized need for interchanges at Boychuk Drive and Highway 16 at College Drive and McOrmond Drive to improve traffic flow and enhance safety as nearby areas continue to develop.
- Developed proposals in consultation with three proponents to ensure design requirements were met and awarded PCL the project.
- Established a baseline condition for the roadway network through automated and semi-automated data collection which is used to better allocate funds for rehabilitation strategies.
- Used roadway condition data to develop a three-year preservation plan which is used by a variety of divisions to help communication and planning as well as support response to questions.
- Used automated assessment technology to determine overall condition of the road network and to guide funding plans while continuously monitoring growth, construction inflationary costs, conditions of the network and treatment strategy for the upcoming three years.
- Presented annual state-of-the-roads report to City Council to ensure funding needs to maintain the level of service are known.



Urban Planning and Development

Operating Budget: $5.7 million

Capital Budget: $2.4 million

Strategic Goals:

- **Economic Diversity and Prosperity**
- **Quality of Life**
- **Sustainable Growth**

Overview

The primary goal of the Urban Planning and Development business line is to build an increasingly sustainable community over time with an enhanced quality of life, which is consistent with the vision and core strategies of the City's Strategic Plan. This is accomplished through the provision of several interrelated services:

Neighbourhood Sustainability

- Renewing and sustaining existing areas of the City through local area plans, neighbourhood rejuvenation projects, CPTED reviews, incentives for supportive and attainable housing, and effective licensing and civic bylaw enforcement. This includes a renewed focus on improving the City Centre and making strategic investments to improve the public realm to enhance public spaces and attract investment and residents to the City Centre.

Support for Economic Development

- Encouraging economic development through collaboration with local and regional business organizations, assisting the start-up of new businesses, and providing advice and timely reviews for new development applications. This means working with our regional partners to build capacity and accommodate development in an economically and environmentally sustainable region.

Growth Plan to Half a Million

- Planning for the future growth of the City requires a development plan which links land use, transportation and infrastructure in ways that are more effective, efficient and sustainable. The City's new Growth Plan to Half a Million is in the final phase and will contain 'made for Saskatoon' growth strategies for the next 30 years which will guide Saskatoon to a more sustainable future.

Permits, Licensing and Inspections

- Providing timely reviews of building permit and development applications, and performing building and plumbing inspections to ensure the health and safety of owners and occupants. Effective licensing of new and established businesses ensures a healthy and fair marketplace helping people and businesses to thrive.

Quality Design

- Enhancing the quality of public spaces throughout the City through streetscape master plans and urban design projects in key areas such as the downtown, business improvement districts and growth corridors. This includes development of design guidelines for neighbourhood infill, growth corridors and strategic area development.

Partnerships

- Working with community partners, Business Improvement Districts and builders to ensure an adequate supply of attainable housing choices, including support for homelessness initiatives. This includes continually monitoring the quality of life in our community with our partners at the University of Saskatchewan and the Saskatoon Health Region to facilitate the ongoing evaluation of our Strategic Plan performance.

In recent years, it has become increasing apparent that the sustainability of our community, from an economic, environmental, social and cultural perspective, will require new approaches to the way we plan and build our City.

Clear, concise communication with City Council, excellent customer service for our clients and meaningful consultation with our stakeholders are foundational principles upon which the Planning and Development business line operates.

At a Glance

- $17.9 million in funding since 2008 produced 4,200 Attainable Housing units
- 2,395 new licensed businesses since 2008
- 17 new services added and 16 expanded since 2007 to meet the demands of one of the fastest growing cities in Canada
- 13 neighbourhoods have approved Local Area Plans. $1.65 million in streetscaping projects completed
- 10,850 licensed businesses are expected to be operating in Saskatoon by the end of 2016
- 4,000 building permits estimated, estimated construction value of over $850 million
- 1,500 Development Permits issued
- 560 Attainable Housing units supported through various programs in the City's Housing Business Plan
- 500 property-use complaints estimated requiring attention
- 82 Subdivision Applications processed reflecting strong demand for new, fully-serviced residential, commercial and industrial lots
- 37 Official Community Plan (OCP) amendments and Rezoning Requests received
- 21 Condominium Applications received
- 20 Discretionary Use Applications processed including garden and garage suite applications and continued strong demand for more care homes
- 18 CPTED reviews conducted on various parks, neighbourhoods and major capital projects to ensure safe design of buildings and sites
- Seven Vacant Lot Incentive Applications approved resulting in new development on chronically vacant sites and the adaptive reuse of vacant buildings in established areas

Major Projects and Initiatives

A New Heritage Registry

- Developed a new online Heritage Registry to be published both in print and on the City website with the print version available at heritage events and City Hall Planning and Development Division and initiated development of a pocket map to accompany the publication.

Enhancing Relationships with First Nations

- Participated in three *"Prosperity Through Partnership"* workshops hosted by the Federation of Sovereign Indigenous Nations.
- Partnered for the series with City Administration for Regional Planning and the Director of Aboriginal Relations as well as Administration from the City of Regina, SREDA, and the federal and provincial governments.
- Participated in discussions of topics including legislative tools for easing economic development for First Nations and enhancing government-to-government partnerships to generate new opportunities.
- Included two new partners to the development of the *First Nation Community Profiles* – Thunderchild First Nation and Fishing Lake First Nation.
- Updated the *"Urban Reserves: Frequently Asked Questions"* brochure.
- Held discussions with First Nations regarding land holdings and reserves in the Saskatoon region – boundary alterations put Red Pheasant First Nation reserve land within the City's boundary.
- Continued consultation with First Nations regarding process and agreements needed to establish urban reserves.
- Began discussions with Moosomin First Nation and Rural Municipality of Corman Park regarding a tri-party *Compatible Land Use Agreement*.
- Partnered with a summer student group provided by Saskatoon Tribal Council to develop a *First Nations Communication Protocol Handbook*.

Growth Plan to Half a Million

- Held *Growth Plan Summit* in March 2016 to present the final Growth Plan Technical Report.
- Received City Council approval for the *Growth Plan to Half a Million*.
- Expanded the Urban Design City-Wide program with a stable funding source for continued streetscape projects under the *Growth Plan to Half a Million*.
- Recognized need for a *Corridor Area Planning Program* with urban design as a component and funding for this will be needed through subsequent capital projects, enabling redevelopment of major corridors and development of Bus Rapid Transit facilities. Began staffing the program and considering funding possibilities.

Streetscaping Transforms Sutherland

- Completed streetscaping from 109th Street to 112th Street as part of the *Central Avenue Streetscape Master Plan*.
- Held *Spheres of Confluence* permanent public art unveiling event.
- Began developing estimates for streetscaping from 108th Street to the railway tracks with proposed completion for 2018.

Neighbourhood Level Infill Development Guidelines

- Completed stakeholder consultations and developed recommendations on the last phase of the *New Neighbourhood Level Infill Development Standards*. Recommendations were developed for Committee and City Council.

New Planning Initiatives

- Engaged a consultant to develop the *Idylwyld Drive Comprehensive Corridor Project*.
- Delivered stakeholder workshop attended by more than 45 stakeholders as well as an online survey completed by over 2,800 participants.
- Completed the draft of project scope and terms of reference for the new *Long-Range Transportation Plan* focusing on ways to merge and integrate different plans for ways to get around Saskatoon into this plan.
- Completed *Holmwood Sector Plan* amendments draft – preliminary consultations with the Rural Municipality of Corman Park were held while discussions with Corman Park Council, City Council and other stakeholders will occur once the *Regional Plan Land Use Map* is released.
- Continued work on the *Grasswood Mixed Use Node Impact Study* with final revisions expected to be complete by 2017.
- Engaged SNC-Lavalin to undertake a detailed Phase II ESA and risk assessment of the former Saskatoon Transit facilities and sites. Environmental testing to begin in early 2017.
- Drafted information report for presentation to City Council on the progress of plans for the *South Caswell Redevelopment Project*.
- Drafted *Meadowgreen and Montgomery Place Local Area Plans (LAP)* for the Leadership Team Standing Policy Committee on Planning Development and Community Services, and City Council in spring 2017.
- Planned to begin the Exhibition LAP when the Meadowgreen and Montgomery Place LAPs are complete.



Utilities

Operating Budget: $303.4 million

Capital Budget: $80.0 million

Strategic Goals:

Asset and Financial Sustainability

Environmental Leadership

Overview

Electricity, quality drinking water, collection and treatment of wastewater, storm water collection and residential recycling are basic amenities provided through the Utilities business line. Utilities are not only responsible for keeping the lights on, taps flowing and toilets flushing, they are also responsible for the long-term, sustainable management of Saskatoon's water and energy resources.

Saskatoon Light & Power provides safe, reliable and cost-effective electricity to its customers in an environmentally responsible way. The Water Treatment Plant and water distribution system deliver treated water to Saskatoon households, businesses and institutions, and also to users outside the City limits on a fee-for-service basis. The Wastewater Treatment Plant treats wastewater that is delivered to the Plant by an extensive network of pump stations and underground pipes, and returns high quality water back to the South Saskatchewan River. The storm water management system is a separate network designed to drain storm water away from streets and buildings. Waste Services manages the residential recycling and yard waste collection programs.

Fees generated by services within the Utilities business line are an important source of revenue for the City. In the 2016 budget, contributions of $56.2 million are made available to the City in order to help offset property taxes and fund various municipal projects.

At a Glance

Electricity: Saskatoon Light & Power

- 1,171 km of overhead lines in the distribution network
- 615 km of underground power cables

Drinking Water: The Water Treatment Plant and Distribution System

- 43 million cubic metres treated per year
- 71,139 service connections
- 14,302 valves
- 7,139 fire hydrants
- 1,147 km of water mains

Wastewater: The Wastewater Treatment Plant and Collection System

- 33 million cubic metres of wastewater treated per year
- 71,349 service connections

- 11,586 manholes
- 1,052 km of sanitary mains, 25 sanitary sewer lift stations and 49 km of force mains

Storm Water: Drainage and Collection System

- 13,266 catch basins
- Two storm sewer lift stations
- 2,942 service connections
- 724 km of storm sewers, 42 km of sub-drainage and four km of force mains
- 20 wet ponds, eight dry ponds, three natural ponds and two constructed wetlands

Recycling: Waste Services

- 68,500 homes provided with curbside, biweekly recycling services
- 34,500 apartment and condominium units receive services
- 45,000 vehicles visit compost depots annually
- 12,500 tonnes of leaves, grass, branches, yard waste and kitchen scraps collected
- 6,000 subscribers to the Green Cart Program for food and yard waste

Major Projects and Initiatives

Upgrade Street and Park Lighting

- Investigated opportunities to upgrade street and park lighting to use LED (light-emitting diode) solutions as part of the commitment to reduce greenhouse gas emissions by 30 per cent from 2006 levels with a report to be provided to City Council providing information on phased implementation of LED street lighting.
- Established technical requirements and implications on a policy to provide more decorative lighting to be a more attractive "winter city."

Implementation of Advanced Metering Infrastructure (AMI)

- Implemented *Advanced Metering Infrastructure (AMI)* to provide the communication network for smart meter data to be sent digitally to the City, reducing lost revenues and decreasing operating costs for utilities while improving customer service by providing actual meter reads each month.
- Activated the AMI system on July 18 with the first bills using AMI data issued to Saskatoon Light & Power and Saskatoon Water customers on July 25 and all electricity and water customers with AMI compatible meters receiving bills using AMI data.
- Expanded AMI network for Saskatoon Water in Evergreen, University Heights, and Willowgrove.

Power Generation Initiatives

- Continued to explore Saskatoon Light & Power options for new green energy generation projects.
- Entered an agreement with SES Solar Co-operative to construct a Solar PV Power Demonstration project which will be fully operational and expecting a public launch in spring 2017.
- Continued to explore a partnership opportunity to develop a hydropower station at the weir.

Liquid Waste Haulers' Station

- Completed design of a liquid waste haulers' station in the North Industrial area, a $6.25 million project that will replace the existing station at the Wastewater Treatment Plant and eliminate the need for waste haulers to travel through residential neighbourhoods and school zones. Construction tender to be issued in early 2017.



Services Provided by City Departments

Office of the City Manager

The City Manager is responsible for planning, directing, supervising, coordinating and controlling all municipal operations. This includes providing advice and help on municipal operations; investigating and reporting on all matters referred by City Council and its committees; and submitting capital and operating budgets to Council for review.

The City Manager chairs the Leadership Team, which coordinates all management and operational matters. It is comprised of the general managers of Corporate Performance; Asset and Financial Management; Community Services and Transportation and Utilities; the City Solicitor; and the Director of Government Relations.

All general managers, directors and civic employees fall under the purview of the City Manager. This includes appointment, promotion, demotion and suspension of employees.

Exceptions include boards and commissions responsible to City Council and employees appointed directly by Council.

Government Relations

Government Relations builds and maintains relationships with other municipalities, municipal associations, Aboriginal governments, federal and provincial governments. It analyzes key policy decisions, issues and trends as they relate to the policies and operations of the City of Saskatoon.

Office of the City Clerk

The primary responsibility of the City Clerk's Office is to administer the City's legislative processes. Responsibilities include: preparing and distributing agendas, minutes, and decisions of City Council and its committees; ensuring that the business of City Council and its committees is conducted in accordance with *The Cities Act* and other relevant legislation; maintaining corporate records and City Archives; conducting municipal elections, administering the provisions of *The Local Authority Freedom of Information and Protection of Privacy Act*, and providing administrative support services to City Councillors.

Office of the City Solicitor

The Office of the City Solicitor provides general and specialized legal services. Reporting directly to City Council, the Office gives legal advice to City Council, Committees of Council, the City Manager, the City Clerk and other civic departments. It represents the City at all levels of court including bylaw enforcement prosecutions, appeals for the City and all claims made by or against the City. The Office drafts legislation, arranges for insurance for the City and provides legal services to all civic departments and boards. Its services also include land transactions, contracts, loans and debentures, expropriations and tax collections.

Asset and Financial Management Department

The role of the Asset and Financial Management Department is to ensure the management and sustainability of the City's financial transactions (including all aspects of finance, purchasing and inventory), the Land Bank Program, the City's real estate needs, and the City's facilities and fleet services. These responsibilities and services are delivered through five divisions.

Corporate Revenue

The Corporate Revenue Division is responsible for the functions of property assessment and property taxation, as well as utility services including meter reading, billing and collection. It provides data management and customer support for parking and other bylaw tickets, as well as animal and taxi licenses. Corporate Revenue is also responsible for the collection, control, and disbursement of all corporate funds, including the investment, debt, and banking requirements; the oversight of accounting controls and cash handling procedures throughout the organization; and the administration of the General Licensing and Taxi Bylaws.

Corporate Risk

The Corporate Risk Division is responsible for the Corporate Risk Management Program which ensures that the significant risks identified by the corporation, and confirmed and prioritized by City Council, are being addressed in a positive, systematic and productive way. Through the identification, analysis, evaluation and treatment of risk, the Division helps to ensure the achievement of corporate objectives. Corporate Risk also oversees the internal audit function of the corporation by working with the contracted internal auditor in meeting the timelines and expectations of the internal audit plan.

Facilities and Fleet Management

The Facilities and Fleet Management Division is responsible for the City's buildings and structures, the City-owned vehicle and equipment fleet, and the City's radio communications system. As such, the Division provides for building operation and maintenance of civic facilities such as leisure facilities, fire halls, transit buildings, City office buildings, and contracted services for the Boards. Project management services for any capital or maintenance projects are provided, including design,

Services Provided by City Departments

contract tendering and award, and construction management. Energy management, space management, corporate security, identification services, and accommodation planning are also provided for user departments.

Finance

The Finance Division consists of several different sections including Business Administration, Financial Planning, Corporate Accounting, Budget and Payroll Services. Finance assists other departments in collecting, understanding and presenting financial information that assists with effective decision making and improved controls. At a high level, Finance is responsible for the following:

- oversight and implementation of day-to-day financial operations;
- planning for financial sustainability of civic operating and capital budgets;
- ensuring the City has accurate information on costs of services and revenues to inform decision making;
- setting leading practices, policies and controls; and
- ensuring appropriate financial accountability at all levels of the corporation.

More specifically, Business Administration plays a key role in continuous improvement and system development, as well as implementation, control and monitoring of new initiatives for divisional operations throughout the corporation by providing expert financial, control and business process advice and partnerships. This is completed through assistance with understanding the financial, control and system impacts of decisions and initiatives, and working together to develop solutions that meet business and operational requirements.

Saskatoon Land

The Saskatoon Land Division plans, services and sells residential, commercial and industrial lots owned by the City of Saskatoon. The Division is also responsible for the provision of real estate advice and services on behalf of the corporation.

Community Services

Through its seven divisions, the Community Services Department provides programs, services and resources to foster a community where people of all ages and cultural backgrounds want to live, work, play and visit.

Building Standards

Building Standards issues building and plumbing permits and administers inspection programs related to regulations contained in the Building Bylaw, the Swimming Pool Bylaw, the Uniform Building and Accessibility Standards Act, the National Building Code, and the Plumbing and Drainage Regulations.

Community Standards

The objective of the Community Standards Division is to support a healthy and vibrant community by ensuring that reasonable community standards are maintained throughout the city, as articulated in bylaws and polices approved by City Council. The division brings together a continually adapting business unit that seeks to deliver streamlined licensing, permitting, and bylaw enforcement functions throughout the corporation. An effective delivery model for these services ensures customers can easily have their issues dealt with which in turn supports the effective maintenance and promotion of our community standards.

Recreation and Community Development

The Recreation and Community Development Division provides a wealth of opportunities for citizens to participate in and enjoy the benefits of sport, culture, recreation and wellness activities. The division provides the supportive environment to help build capacity and empower people of the community to organize themselves for planning and action. Also, to help encourage as many citizens as possible to take advantage of the activities available, the division operates a number of facilities, provides direct services and programs, and provides support to community-based organizations involved in delivering programs and services. The division also facilitates collaboration that strengthens groups, promotes inclusion and addresses racism.

Parks

The Parks Division is responsible for developing, preserving, and enhancing the City of Saskatoon's investment of its parks system and civic open spaces. This is accomplished through policy development, maintenance standards, public education process, community gardens, educational program development, developing safety standards and policies, conceptual planning, design and construction, consultation with both private and public stakeholders, and project management.

Planning and Development

Planning and Development is responsible for overall land use planning and long-range transportation planning for the City of Saskatoon. The primary goal of the division is to build an increasingly sustainable community over time, with an enhanced quality of life, consistent with the vision and core strategies of the City's Strategic Plan. Through

Services Provided by City Department

community engagement and consultation, the division seeks to understand the values of the community and reflect those values through the implementation of development policies, programs, bylaws and standards.

Corporate Performance Department

The Corporate Performance department incorporates the private sector best practice of grouping a range of corporate services to ensure support functions work together to help front-line civic staff deliver services to our citizens.

Aboriginal Relations

Aboriginal Relations is primarily responsible for building and maintaining relationships with the Aboriginal community, municipal associations and Aboriginal governments. In performing this key function, Aboriginal Relations analyzes key policy decisions, issues and trends emerging from other orders of government (including Aboriginal governments), public policy institutes, and the media as related to the policies and operations of the City of Saskatoon.

Communications

The Communications division – and its inter-related functions including Corporate Communications, Customer Service, Community Engagement, and Digital Programs – plans and directs all corporate communication activities for the Civic Administration, including the development and implementation of employee and public relations strategies. Communications assists with engaging and informing the public of the City's operations and initiatives through reports to the City Council, information campaigns, and on the City's digital platforms including the website. Communications provides support to administrative staff to communicate and engage directly with the public on programs and services. Communications also coordinates its activities with Media Relations and the Emergency Measures Organization (EMO) to oversee the Emergency Public Information Plan and *notifynow*.

Environmental and Corporate Initiatives

The Environmental and Corporate Initiatives division leads initiatives that address City Council's Strategic Goal of Environmental Leadership and major city-building projects that enhance quality of life. Corporate Initiatives include the planning, design and facilitation of major city-building projects.

The Division develops and implements plans to achieve the waste diversion objectives established by City Council. Programs include recycling, composting, household hazardous waste and the recycling of construction-related materials.

Human Resources

The Human Resources division provides general and specialized services to the civic departments and boards designed to maximize employee performance. To ensure consistency in human resource practices, primary focus is placed on the following key areas:

- Administration: Provides support services to the department in the areas of administrative and human resource services.
- Client Services – Human Resources: Provides support in the areas of recruitment, training, coaching, job evaluation and classifications, conflict resolution, grievance hearings, investigations, contract negotiations and legal interpretations.
- Client Services – Occupational Health and Safety: Provides support for employees, supervisors and managers through the Health Management System for both occupational and non-occupational injuries and illnesses. Promotes a healthy workplace and wellness initiatives supporting work-life balance.
- Culture and Diversity: Provides support to attaining a workforce representative of the public served and enables inclusive, multi-generational workforce practices through openness and accountability. Offers culture change initiatives and continuous improvement through innovation.
- Total Rewards: Provides strategies to attract, motivate and retain employees. Delivers in-house expertise and administration related to employee recognition, work-life balance, succession planning, and benefit plans and entitlements.
- Policy, Strategy, Performance and Quality: Provides strong management and fiscal responsibility through technology and innovation. Develops policies, planning and priorities, performance, data analytics and metrics.
- Engagement: Provides direction and support to organization development initiatives. Assists departments to be effective and efficient through support in employee engagement, change management, training and development, conflict management and respectful workplace.

Information Technology

The City of Saskatoon embraces technology as a means to enhance the quality and responsiveness of its services to residents, increase the efficiency of operations and position the City nationally as a leading place to incorporate the creative use of technology into personal and professional pursuits.

Services Provided by City Departments

The Information Technology division consists of Application Delivery Services, Corporate Support Services, Technology Integration Services, and Corporate Geographic Information Services.

Media Relations

Media Relations manages and coordinates the City's interaction with the local, provincial, national and international news media. It guides distribution of corporate news releases and public service announcements, as well as City-related information for journalists. Media Relations has also adopted the role of shepherding City messages in social media by sharing, monitoring and responding to public information requests via the City's Facebook, Twitter and YouTube channels. Media Relations periodically consults and co-operates with Saskatoon Police Service Public Affairs officials when certain bylaw initiatives need to be communicated to the public through the news media.

Strategic and Business Planning

The Strategic and Business Planning division is responsible for the implementation of the Strategic Plan, aligning the Annual Business Plan and Budget with the Strategic Plan, and developing a Performance Measurement Program to track the performance of the Corporation relative to the Strategic Goals outlined in the Strategic Plan.

One of the key deliverables from these initiatives is to create a culture of innovation and creativity within the Corporation through the implementation of a Continuous Improvement Strategy.

The Division also provides corporate leadership and development opportunities that enhance an employee's understanding of the Corporation, their work environment, and their role and responsibilities so they can provide the highest quality of service to citizens.

Ongoing learning and development opportunities fall into four categories: General Training, Professional Development Training, Supervisor and Manager Training, and Management Development.

Service Saskatoon

Service Saskatoon and the Service Saskatoon model were officially launched on April 6, 2016. Service Saskatoon is a new and improved model for service delivery. The new model is built on four pillars: Citizen Input, Systems, Standards and Staffing. The City has made a new commitment to improve delivery of customer service. It's about helping citizens connect to the right people and information they need from the City – quickly, simply and seamlessly. The goal for citizens is to eliminate the guess work involved in finding the right information or department. The City wants to create multiple channels for citizens to access information and answers they need. It's a City-wide shift in how we deliver front-line services, respond to requests, and improve services.

The Citizen Input pillar is key to accomplishing the City's goal. Opportunities are being provided for citizens to shape the design of the City's services including the opportunity through Shaping Saskatoon to participate in a new Citizen Advisory Panel (CAP) to help establish priorities. Currently there are over 1,500 participants in the CAP.

A new Customer Relationship Management (CRM) system is the technology centerpiece of the new model and supports the Systems pillar. It will help the City manage citizen requests and inquiries more efficiently and effectively. The CRM is currently being piloted with the Water & Waste Stream division for introductory services for citizens to experience the CRM model. The City's goal is to make it easier for citizens to access information, request services, and track request progress from start to finish. A CRM software is a critical piece of the citizen experience although the current program is temporary. An enterprise-based CRM to support a long term customer service strategy will need to consider the corporate direction on integrated business solutions/systems.

Saskatoon Fire Department

The Saskatoon Fire Department (SFD) is a public service focused on safety and risk reduction. Community protection and prevention is accomplished by six divisions working out of nine strategically-located stations. The SFD protects an assessed value of $41.6 billion of local assets. Fire Service and Dispatch Agreements are held with multiple surrounding municipalities and First Nations communities.

The Operations division provides 24-hour emergency response and mitigation to incidents involving fire, rescue, pre-hospital emergency medical and dangerous goods hazards to protect and enhance quality of life for citizens and visitors of Saskatoon. Firefighters access vital information, collected during preplans and inspections from in-vehicle Computer Aided Dispatch (CAD) regarding hazard and occupancy.

The Fire Prevention and Investigation division performs inspections to ensure compliance with legislated life safety and property preservation standards. Fire investigations result in meaningful changes to acts or bylaws for ongoing public protection.

The Community Relations division partners with community groups, schools, service clubs and businesses to educate and promote fire and life safety, prevention and recruitment.

Through the Emergency Planning division, the Saskatoon Emergency Organization (EMO) ensures a coordinated and

Services Provided by City Departments

timely response for complex and/or escalating emergencies in the City of Saskatoon, by maintaining an overarching emergency plan. The EMO trains multi-jurisdictional personnel to operate effectively at the incident site or in the Emergency Operations Centre (EOC). EMO is the sole administrator for the City of Saskatoon's emergency notification system, *notifynow*.

Transportation and Utilities

The Transportation and Utilities Department is responsible for managing and operating such core services as transit; water treatment and distribution; sewage and solid waste collection and treatment; land development design and construction; and all aspects of optimizing, operating, and preserving City's transportation network for all modes of transportation. Saskatoon's electrical franchise is included in the Department's mandate, serving approximately 60 per cent of Saskatoon citizens.

Construction and Design

The Construction and Design division delivers municipal infrastructure projects, provides regulatory oversight, maintains infrastructure records, and provides expertise, advice and guidance on municipal infrastructure. These services allow the City of Saskatoon to provide and maintain a high quality of infrastructure in a safe and cost-effective manner to its Citizens.

Major Projects and Preservation

The Major Projects section of Major Projects and Preservation provides project delivery services for the Corporation for capital projects that do not fit into the typical scope of the other divisions. The Asset Management section of Major Projects & Preservation is responsible for stewarding the asset condition status, rehabilitation programs, and recommending funding levels for the City's roadways, lanes, sidewalks, bridges, water distribution system, wastewater collection system and storm water management system.

Roadways and Operations

Roadways and Operations is responsible for the operation and maintenance of roads, lanes and sidewalks. It also provides procurement, logistical, and operational support for departments across the City.

Saskatoon Light & Power

The City of Saskatoon operates an electric utility providing electrical service to the area of Saskatoon that lies generally within the 1958 city boundary. Bulk electrical power is purchased from the provincial crown utility, SaskPower, and through a system of transmission lines, substations, and distribution lines with associated distribution hardware, this utility distributes electricity to customers on demand at locations and at voltages appropriate to their needs. The utility is also responsible for the street lighting system.

Saskatoon Transit

The Saskatoon Transit division operates and maintains Saskatoon's public transit system and provides Access Transit for individuals who are unable to use the regular transit system with safety and dignity. Saskatoon Transit operates six terminals spread throughout the city. Saskatoon Transit's service includes DART (Direct Access Rapid Transit) which serves all major quadrants of the city and can best be described as a light-rail system on wheels.

Saskatoon Water

Saskatoon Water is responsible for the operation and maintenance of the City's water and wastewater treatment plants; the handling and disposal of solids resulting from the treatment processes; the water and wastewater pumping facilities; ongoing process optimization and environmental studies; engineering and long-term expansion planning for water distribution; storm and sanitary sewer collection systems and treatment plants; related construction project management and capital work; the testing and maintenance of water meters; and the Cross Connection Control Program.

Transportation

The Transportation division provides planning, design, regulation, and operation of the City's transportation network. Major activities include planning for the transportation network, traffic management and operations. The goal of the Division is to provide for the safe and efficient movement of people, goods, and services within and through Saskatoon in a cost-effective manner.

Water and Waste Stream

Water and Waste Stream is responsible for the operation, maintenance and preservation of water mains, sanitary sewer mains, storm sewer mains, solid waste handling and disposal services.

Boards

Remai Modern

Remai Modern is a thought leader and direction-setting modern art museum that boldly collects, develops, presents and interprets the art of our time. Our mandate is to enable

Services Provided by City Departments

transformative experiences by connecting art with local and global communities.

Located at River Landing, Remai Modern will be recognized across Canada as one of the top art museums in the country. It is anticipated to be a major driver of the Saskatoon tourism market, and as such will be a catalyst for economic growth in the city.

Staff members are preparing for the move from the Mendel building to Remai Modern, with the goal to open the new museum in 2017. Remai Modern's 11 gallery spaces, including the huge, third-floor Marquee Gallery, to be used for major, international touring exhibitions, as well as our 147-seat SaskTel Theatre, offer an abundance of opportunities for programs and exhibitions. In addition, the permanent collections galleries will exhibit selections from the permanent collection, including our outstanding collection of Picasso linocuts and ceramics. Remai Modern also presents art programs throughout the city, including at schools, hospitals, libraries and other community organizations.

Saskatoon Police Service

The Saskatoon Board of Police Commissioners is appointed by City Council to oversee Saskatoon Police Service (SPS) operations. It consists of the Mayor, two City Council members and two citizens-at-large.

While the Board must adhere to the budget allotted by City Council, it is otherwise independent.

SPS members are equipped and trained to deliver police service in partnership with the community. They offer emergency services, take complaints of crime, conduct follow-up investigations and crime prevention activities.

Saskatoon Public Library

For more than 100 years, Saskatoon Public Library (SPL) has been connecting citizens with a wide range of programs, services and literary materials. The central library, along with SPL's eight branch locations, are welcoming and vibrant community meeting spaces that strive to change lives through connections, engagement and inclusivity.

With a rapidly changing digital world changing how people learn and interact, SPL's collections, programs and services have followed suit. SPL patrons can access many third-party online learning services for free and can also borrow a vast selection of books, DVDs, CDs and video games at any branch city-wide. While continuing to offer many traditional programs – such as children's story times – numerous other programs have adopted digital components, from robotics and virtual reality to gaming and technology tutorials.

Its fundamental principles of equality and diversity make SPL a valued public service. The organization has moved forward on various initiatives that address the Truth and Reconciliation Commission's Calls to Actions and SPL also offers EAL programs for those looking to improve their English language skills. SPL's many outreach services—such as visits to crisis shelters, loans to correctional facilities and home deliveries to those who are physically unable to visit the library—also help ensure no one is left behind in the organization's promotion of lifelong learning.

SaskTel Centre

(Legal name: Saskatchewan Place Association Inc.)

SaskTel Centre opened in February 1989 and since its opening hosts more than 500,000 guests annually. It is Saskatchewan's number one venue for large-scale musical productions, as well as one of the Canada's busiest entertainment and sports venues. Seating capacity is about 13,000 for concerts and 15,100 for hockey. SaskTel Centre is the home of the Saskatoon Blades Hockey Club of the Western Hockey League and the Saskatchewan Rush, the 2016 National Lacrosse League Champions.

SaskTel Centre, under the direction of its Board of Directors and management, continues to attract many of the world's largest touring acts, major international and national events. It also owns and operates Taste of Saskatchewan and Rock the River Classic Rock Festival each year.

TCU Place

(Legal name: Saskatoon Centennial Auditorium and Convention Centre Corporation)

TCU Place was a project to commemorate the centennial of the founding of the Dominion of Canada. It is an imposing and beautiful building in the heart of the city, adjacent to a major shopping complex, steps away from first-class hotels, restaurants, boutiques, and parking facilities for 2,000 vehicles. The facility is equipped with sophisticated aids for audio, visual, stage or exhibit requirements; maintains an in-house catering/banquet service; and is part of a province-wide box office. TCU Place's 2,000 soft-seat concert theatre has brought heartwarming praise from numerous world-class entertainers and artists, touring companies, ballet companies, and local and international performing art groups. It is home to the Saskatoon Symphony.

With 104,000 square feet of high-end convention space, TCU Place is poised for the large-sized national and international convention market, with first-class convention facilities and services.

Services Provided by City Departments

In addition, the venue's box office operates both an Audience View and Ticketmaster ticketing distribution system that sells tickets not only for TCU Place but also SaskTel Centre, and other venues across Canada. TCU Place is owned by the City of Saskatoon and is operated by the Saskatoon Centennial Auditorium and Convention Centre Corporation. The Corporation, as well as the Saskatoon Centennial Auditorium and Convention Centre Foundation, consists of a Board of Directors with representation from City Council and the general public.

Financial Management and Control

Corporate Planning Process

City Council's Strategic Plan sets out a vision for the community, a mission statement and a set of corporate values and strategies.

The Capital Budget process decides, based on City Council's priorities, which projects will proceed over which time frame. Long-term capital planning (through the five-year plan) and reserve policies strive to match funds to required projects.

The Operating Budget allocates resources guided by the principle of delivering services at existing levels. It also recommends changes for specific programs based on usage, demand, ability to pay, growth, legislative change, business case, etc. Issues raised by the public or the civic leadership and administration are brought before City Council.

Annual Financial Reports

Annual Financial Reports are submitted to City Council for its information and review. These include reports for capital project status, benchmarking and performance measurement and public accounts.

The annual Financial Report includes consolidated financial statements audited by the City's appointed external auditor.

Financial Policies

The City of Saskatoon operates under a number of financial policies, some of which have received formal approval by City Council; others are based on fiscal responsibility.

Property Tax Policies

In 2001, City Council resolved that commercial property be taxed at 1.75 times the residential rate (shifted over a 10-year period) and that the effective tax rate among residential, condominium and multi-family residential classes be equalized.

Investment Policy

City portfolios are invested primarily to preserve capital, to maintain enough liquidity to meet ongoing financial needs and to maximize return on investment. Specific guidelines are outlined regarding the type of securities approved for purchase, investment limitations and term structure.

Reserve Policies

Reserves are established through bylaws to fund capital projects and through policy to provide funds to stabilize user-pay programs and ups and downs in general revenue.

Most capital work by the City is funded through dedicated reserves. Purpose, funding source and withdrawal criteria are defined within bylaws and City Council approval is required for all withdrawals. Remaining reserves are defined in policy; a majority are used to stabilize programs either funded through user fees (e.g. golf courses), dependent upon weather (e.g. snow and ice management), or used to fund overall operations against variations in revenue (e.g. interest earnings).

Debt Management Policies

The City of Saskatoon operates under a "pay-as- you-go" philosophy, where its facilities and infrastructure are built based on current and projected reserves.

Policy for capital projects dictates that borrowing is allowed only if funds are not available from existing reserves or through external sources; if funds will be recovered from future operating revenues or savings; or it makes sense to use financing to spread the cost of major initiatives across present and future users.

FINANCIAL DISCUSSION AND ANALYSIS

December 31, 2016

Financial Discussion and Analysis

December 31, 2016

The City of Saskatoon's 2016 Annual Financial Report contains the audited Consolidated Financial Statements prepared in accordance with principles and standards established by the Public Section Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. Deloitte LLP has audited the financial statements and provided the accompanying Auditor's Report. The financial statements and auditor's report meet the legislative reporting requirements under *The Cities Act*.

The following financial discussion and analysis has been prepared in order to provide a narrative explanation, through the eyes of management, of how the City has performed in the past, its financial conditions and its future prospects.

Financial Highlights

The Consolidated Financial Statements combine the financial results of the City's departments with the financial results of the agencies that are accountable to and controlled or owned by the City. These include:

- Board of Police Commissioners
- Saskatoon Light & Power
- Water, Wastewater and Storm Water Management Utilities
- Remai Modern Art Gallery of Saskatchewan
- Centennial Auditorium (operating as TCU Place)
- Saskatchewan Place (operating as SaskTel Centre)
- Saskatoon Public Library

Revenue and Expenditures

The City had consolidated operating revenues of $892.4 million in 2016, including $92.2 million in capital contributions. Significant revenue sources include:

- $392.5 million in user charges;
- $227.5 million in taxation; and
- $67.9 million in government operating transfers.

These revenues were used to deliver various City programs and utility services as recognized by $705.6 million worth of consolidated expenditures in 2016.

This resulted in a net surplus of revenues over expenditures of $186.8 million. Overall, the City has increased its accumulated surplus to $3.88 billion, an increase of 5.06 per cent over the prior year.

Consolidated Financial Position

The City's total net financial debt increased from a balance of $57.9 million in 2015 to $125.1 million in 2016. This shift was largely due to additional debt and liabilities incurred from the continued progress on the City's P3 Projects such as the Civic Operations Centre and North Commuter and Traffic Bridge.

		2016	2015
A	Financial Assets	**$ 587,703**	$ 567,354
B	Liabilities	**$ 712,809**	$ 625,297
C	Net Financial Assets (A minus B)	**$ (125,106)**	$ (57,943)
D	Non-Financial Assets	**$ 4,000,466**	$ 3,746,449
E	Accumulated Surplus (C plus D)	**$ 3,875,360**	$ 3,688,506

As at December 31 (in 000's of dollars)

As seen above, the City's accumulated surplus increased by $186.8 million, largely due to the net increase in tangible capital assets (purchased and donated) of $253.8 million offset by the increase in liabilities of $87.5 million related to the continued progress of the City's P3 projects (North Commuter and Traffic Bridge and Civic Operations Centre).

The term debt component of liabilities increased to $318.8 million in 2016 from the 2015 balance of $263.1 million. This includes an additional $79.7 million in third-party debt in relation to the Civic Operation Centre P3 Project. This is offset by $24.0 million in annual term debt repayments made in 2016. The City's long-term debt rating was affirmed at AAA by Standard & Poor's in fall 2016.

Tax Based Operations

As seen on Schedule 4 of the Financial Statements are the results of the City's tax supported operations. These figures are prior to consolidation and reflect the City's actual results for tax supported operations as outlined by the approved budget and the requirements of *The Cities Act*.

Tax-Based Operating Results

(in thousands of dollars)	2016 Budget	2016	Variance	Per cent Variance
Revenues	$ 464,749	$ 456,886	$ (7,863)	(1.69%)
Expenditures	$ 464,749	$ 456,233	$ 8,516	1.83%
Preliminary Surplus (Deficit)	$ –	$ 653	$ 653	0.14%
Less Transfer to Snow and Ice Stabilization	$ –	$ 1,025	$ 1,025	–
Less Transfer to Internal Audit Program Reserve	$ –	$ 15	$ 15	–
Add Transfer from Street Scape – City Wide Reserve	$ –	$ (387)	$ (387)	–
Surplus (Deficit)	$ –	$ –	$ –	–

The City was able to achieve a surplus of $653,900 in 2016 prior to transfers to and from reserve. This surplus was largely achieved through:

- Lower than anticipated fuel prices which resulted in a significant savings ($2.9 million) to the City's fleet and transit operations.
- Snow and Ice Management had a favourable variance of $2.5 million largely due to the lack of large snow events during 2016.
- $3.0 million in unanticipated surplus distributions from the Saskatchewan Workers' Compensation Board (WCB). This rebate was due to WCB Saskatchewan's funded position exceeding the 105 – 120 per cent funding policy target range; largely due to higher than anticipated investment returns by WCB.

These positive gains were somewhat offset by:

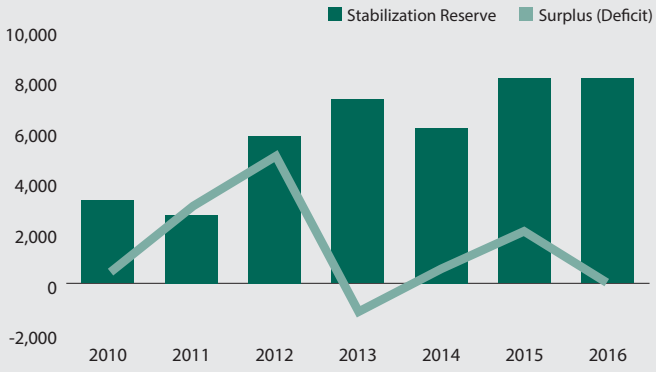
- Waste handling experienced a $2.1 million negative variance, mainly due to declining revenues at the landfill as other area landfills continue to attract commercial customers from the City.
- Fines and Penalties had a $1.2 million negative variance, largely from fewer traffic violations than originally budgeted as a result of automated enforcement and increased compliance. Parking fines also had a negative variance as a result of the continued implementation of the new parking system in early 2016.
- Recreation facilities had a $712,000 unfavourable variance largely from lower admissions and corresponding revenues. Although actual revenue and admissions results continue to increase year over year, they continue to fall short of the approved budget.

Overall, the City was able to deliver on increased service levels related to roadways, policing and snow removal within the approved budget. The surplus of $653,900 will be allocated as follows:

- A transfer of $1.1 million to the Snow and Ice Stabilization Reserve as opposed to the entire Snow and Ice 2016 surplus of $2.473 million. This transfer would produce a balanced budget after transfers to reserve. This will increase the Snow and Ice Stabilization Reserve to a balance of $3.113 million as at December 31, 2016.
- A transfer of $15,533 to the Internal Audit Program Reserve in order to utilize these funds for future year internal audit engagements. This reserve was created in early 2017 and this would be the first transfer to this reserve, bringing the balance to $15,533.
- A transfer of $387,209 from the Street Scape – City Wide Reserve in order to cover the funding shortfall in the Urban Design Program. This is consistent with the intent and purpose of the reserve and leave the Street Scape – City Wide Reserve with a balance of approximately $332,000, which remains sufficient to achieve the programs current five-year capital plans.

Due to the balanced budget, no transfers were made to or from the fiscal stabilization reserve in 2016. This reserve has a targeted minimum balance equal to 5 per cent of the current year's tax-supported expenditures. For 2016, the reserve should be at $11.4 million, however, after the 2016 allocation, the reserve will be approximately $3.3 million short of its minimum balance. It is intended that over time, future surpluses and one-time funding revenues will bring the reserve back to its targeted level.

Stabilization Reserve Year End Balances



Cash Flow

The City's cash and cash equivalents increased by $178,000 over 2015 to a December 31, 2016 balance of $68.5 million. While cash balances increased, this was largely offset by decreases in investment holdings of $8.6 million to a year-end balance of $364.1 million. The changes in cash and investment holdings is largely due to normal operating fluctuations as seen below:

January 1, 2016 Cash Balance	$ 68,305
Cash from Operating Activities	$ 303,843
Decrease in Investment Holdings	$ 8,599
New Debt Issued net of Repayments	$ 55,721
Acquisitions of Capital Assets	$ (367,985)
December 31, 2016 Cash Balance	$ 68,483

Cash from Operating Activities

Cash provided by operating activities in 2016 was $303.8 million, compared to $384.2 million in 2015. In addition to the annual surplus ($186.9 million), the increase was largely driven by larger accounts payable balances due to future substantial completion payments for the two P3 projects and lower accounts receivable balances due to improved collections in 2016.

Cash from Investments and Financing

Cash provided by investment activities was $8.6 million due to a decrease in current holdings. This decrease is largely due to normal business fluctuations.

Cash provided by financing activities was $79.7 million due to continued progress of the P3 Civic Operations Centre and associated third-party borrowings, which is offset by $24.0 million in annual debt repayments.

Cash used for Capital Acquisitions

$368.0 million was used for the acquisition of capital assets in 2016. Some of the notable capital projects included in this balance are:

- Remai Modern
- North Commuter Parkway and Traffic Bridge
- Various Roadway maintenance and rehabilitation projects

Financial Analysis – Revenues Compared to Budget

Revenues (in millions of dollars)	2016 Budget	2016	Variance	Per cent Variance
Taxation	$ 228.0	$ 227.5	$ 0.5	0.2%
Grants-in-Lieu of Taxes	$ 4.5	$ 5.3	$ (0.8)	(17.8%)
User Charges	$ 399.0	$ 392.6	$ 6.4	1.6%
Government Transfers – Operating	$ 68.0	$ 67.9	$ 0.1	0.1%
Government Transfers – Capital	$ –	$ 47.8	$ (47.8)	–
Investment Income	$ 13.1	$ 13.0	$ 0.1	0.8%
Contributions from Developers – Operating	$ –	$ 49.6	$ (49.6)	–
Contributions from Developers – Capital	$ –	$ 44.4	$ (44.4)	–
Franchise Fees	$ 21.9	$ 21.7	$ 0.2	0.9%
Other	$ 22.0	$ 22.6	$ (0.6)	(2.7%)
Total	**$ 756.4**	**$ 892.4**	**$ (136.0)**	–

Consolidated revenue for 2016 was $892.4 million compared to an approved budget of $756.4 million. The main reasons for this positive variance are as follows:

$141.8 million surplus in Unbudgeted Revenues include:

- Government Transfers – Capital;
- Contributions from Developers – Operating; and
- Contributions from Developers – Capital.

These items are not included in the City's annual operating budget due to the fact that these items are not used to fund general operations but instead are used to fund the capital budget or relate to a specific project such as land development. Examples include development levies and developer contributions to lift stations, interchanges and trunk sewers and industrial land sale contributions. These revenue sources generated $141.8 million in 2016.

User Charges were $392.6 million in 2016, which is $6.4 million below budget. The negative variance is largely due to:

- Declining landfill revenues from increased competition in the region that continue to attract major customers from the City landfill.
- Fines and Penalties experienced fewer traffic violations than originally budgeted as a result of automated enforcement and increased compliance. Parking fines

also had a negative variance as a result of the continued implementation of the new parking system in early 2016.

- Although Leisure Centre revenues have experienced increases from prior years as a result of a revamped marketing and pricing strategy, actual revenues still continue to fall short of budget. This shortfall is expected to continue decreasing over the next several years.

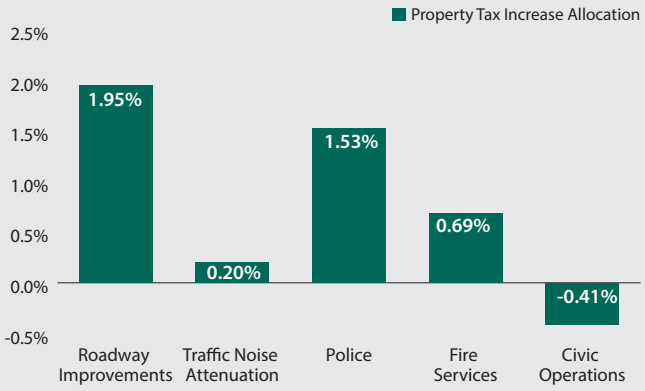
Financial Analysis – Revenues Compared to Prior Year

Revenues (in millions of dollars)	2016 Budget	2016	Variance	Per cent Variance
Taxation	$ 227.5	$ 213.2	$ 14.3	6.7%
Grants-in-Lieu of Taxes	$ 5.3	$ 5.0	$ 0.3	6.0%
User Charges	$ 392.6	$ 379.2	$ 13.4	3.5%
Government Transfers – Operating	$ 67.9	$ 66.6	$ 1.3	2.0%
Government Transfers –Capital	$ 47.8	$ 25.3	$ 22.5	88.9%
Investment Income	$ 13.0	$ 13.7	$ (0.7)	(5.1%)
Contributions from Developers – Operating	$ 49.6	$ 90.4	$ (40.8)	(45.1%)
Contributions from Developers – Capital	$ 44.4	$ 105.7	$ (61.3)	(58.0%)
Franchise Fees	$ 21.7	$ 21.6	$ 0.1	0.5%
Other	$ 22.6	$ 25.1	$ (2.5)	10.0%
Total	**$ 892.4**	**$ 945.8**	**$ (53.4)**	**(5.65%)**

Taxation revenue was approximately 6.7 per cent higher than 2015 revenue primarily due to an increase in the tax rate of 3.96 per cent and growth in the assessment base as the City's physical inventory of houses and commercial properties continue to grow. The property tax increase of 3.96 per cent in 2016 was allocated as follows:

The majority of additional tax revenue collected as a result of the rate increase was attributed directly to Road Improvements and Police Services. Civic Operations saw a decrease/redistribution of 0.41 per cent of the property tax increase back to other areas.

Property Tax Increase Allocation



User Charged revenue increased to a balance of $392.6 million, up 3.5 per cent or $13.4 million from 2015. This increase was largely due to increased rates and increased consumption from a growing City and population. City owned utilities saw the following increases in user fee revenues:

- Saskatoon Water Utility increased by $5.3 million to a total of $70.5 million.
- Saskatoon Wastewater Utility increased by $3.5 million to total user fee revenue of $62.5 million.
- Saskatoon Storm Water Management user fee revenue increased by $379,000 to a total balance of $6.1 million.
- Saskatoon Light & Power realized increased user fee revenue of $4.5 million to a 2016 total of $157.2 million

Government Transfers – Operating revenues increased to $67.9 million, up $1.3 million from 2015. This increase is primarily due to the Provincial Municipal Revenue Sharing program which increased the City of Saskatoon's contribution from $47.4 million in 2015 to $48.5 million in 2016.

Government Transfers – Capital revenues increased to $47.8 million, up $22.5 million from 2015. This increase is due to $38.6 million received from the Federal Government for the construction of the Civic Operations Centre P3 Project.

Contributions from Developers – Operating decreased to $49.6 million from $90.4 million in 2015. The decrease is largely due to $15 million that was received in 2015 for the new school sites and $21 million in contributions for the Remai Modern. These amounts were not received in 2016.

Contributions from Developers – Capital decreased to $44.4 million from $105.7 million in 2015. This revenue stream used for capital improvements relates to contributions from developers for levies for lift stations, interchanges and trunk sewers. These contributions are directly linked to growth in the economy and City; as this growth slowed in 2016 so did the contributions being received from developers.

Financial Analysis – Expenditures Compared to Budget

Expenditures (in millions of dollars)	2016 Budget	2016	Variance	Per cent Variance
General Government	$ 41.2	$ 41.8	$ 0.6	1.5%
Protection of Persons and Property	$ 158.1	$ 157.9	$ (0.2)	(0.1%)
Transportation	$ 154.4	$ 151.6	$ (2.8)	(1.8%)
Recreation & Culture	$ 82.0	$ 81.1	$ (0.9)	(1.1%)
Social & Family Services	$ 5.8	$ 5.7	$ (0.1)	(1.7%)
Planning & Development	$ 39.0	$ 38.6	$ (0.4)	(1.0%)
Saskatoon Light & Power	$ 109.1	$ 108.4	$ (0.7)	(0.6%)
Environmental Health	$ 111.1	$ 108.3	$ (2.8)	(2.5%)
Debt Servicing Costs	$ 12.0	$ 12.1	$ 0.1	0.8%
Total	**$ 712.7**	**$ 705.5**	**$ (9.0)**	**(1.3%)**

Overall, consolidated expenditures for the year ended December 31, 2016 were $705.5 million, this is a 1.3 per cent variance from the approved consolidated budget of $712.7 million. The largest reasons for the positive variance are:

Transportation was $2.8 million under budget, largely due to a reduction in the amount of contractual services required for snow removal. 2016 experienced fewer large snow events than an average year.

Recreation and Culture had a positive $0.9 million expenditure variance in 2016 most notably from lower contract costs related to River Landing operations and staff compensation savings due to vacancies at Saskatoon Public Library and other recreation facilities.

Planning and Development experienced a $0.4 million favourable expenditure variance in 2016 mainly due to favourable contracts in Parks and Urban Forestry. These favourable contract prices were slightly offset by higher than anticipated salaries and wages in order to provide the expected level of parks service.

Saskatoon Light & Power had a positive $0.7 variance from the approved budget mostly due to lower sales volumes in 2016 from less than expected heating and cooling days (12.4 per cent below expectation). This resulting in less bulk power purchased than originally budgeted.

Environmental Health had a $2.8 million favourable expenditure variance most notably from Saskatoon Water and Wastewater achieving a surplus result in 2016. This surplus was largely due to plant operational savings in flow or volume-related expenses due to a moderate summer climate and associated power for pumping, chemicals and landfill fees for residual disposals being lower than budget.

Financial Analysis – Expenditures Compared to Prior Year

Overall, consolidated expenditures for the year ended December 31, 2016 totaled $705.5 million, this is down 4.1 per cent from 2015 which totaled $735.3 million. The main contributors to this decrease in expenditures:

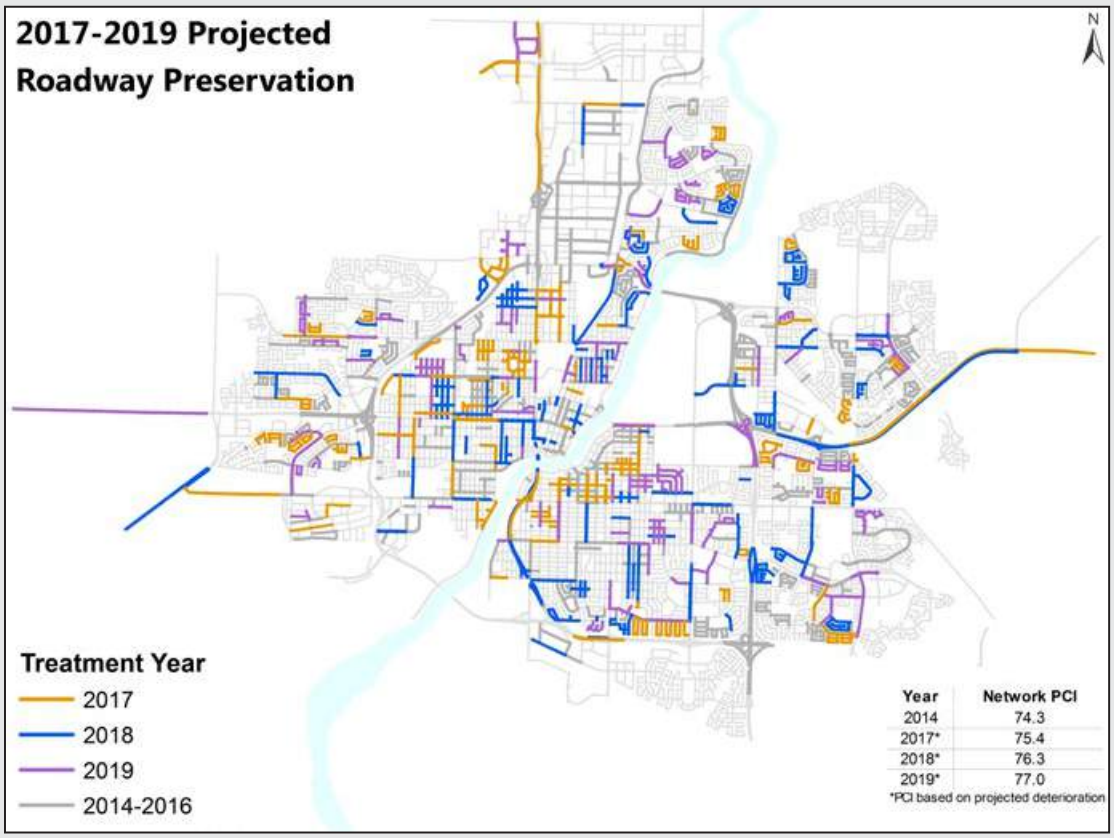
- Effective April 1, 2014, the City adopted the new accounting standard, PSAB 3260, Liability for Contaminated Sites. As a result of this standard the City identified $12.3 million in liabilities and corresponding expenses in 2015. This liability was reduced to $8.0 million in 2016.
- Effective January 1, 2016, the Saskatoon Fire and Protective Services Department Superannuation and Saskatoon Police Superannuation plans were amended to close the plans to new entrants, freeze pensionable service, cease employee contributions and change the cost-sharing arrangement in the plan such that the City assumes full responsibility for all past and future deficits in the plan. As such the City recognized $10.8 million for a pension curtailment within the 2015 audited consolidated statement of operations. No significant expenses were recognized in relation to this in 2016.

The remaining decrease over 2015 of 0.9 per cent or $6.7 million is mainly due to the City capitalizing significantly more items in 2015 as opposed to 2016.

Building Better Roads

The Building Better Roads program began in 2012 in order to allocate more resources to its road network and their related services, including snow and ice clearing and street sweeping. In order to accomplish the objectives of the program over $58.0 million was spent in 2016 an increase of over $5.0 million from 2015 and $34.0 million from 2011.

The results and projected future progress of the program are illustrated on the following page:



By 2017, it is anticipated that over $61.0 million will be spent annually in the maintenance and preservation of Saskatoon's road network.

Liquidity and Debt

The City's financial position as at December 31, 2016 is as follows:

Financial Position as at December 31, 2016

	Actual 2016	Actual 2015	Actual 2014
Financial Assets			
Cash	**$ 68,483**	$ 68,305	$ 56,934
Receivables	**138,209**	113,171	125,532
Land Inventory for Resale	**8,172**	8,709	5,560
Investments	**364,149**	372,748	383,006
Other Assets	**1,614**	4,421	6,919
Accrued Pension Asset	**7,076**	–	1,749
Total Financial Assets	**587,703**	567,354	579,700
Financial Liabilities			
Accounts Payable and Accrued Liabilities	**278,995**	229,174	129,550
Deferred Revenue	**73,577**	85,912	107,601
Term Debt	**318,771**	263,050	238,104
Accrued Pension Liability	**-**	9,296	–
Employee Benefits Payable	**41,466**	37,865	35,812
Total Financial Liabilities	**712,809**	625,297	511,067
Total Net Financial (Debt) Assets	**$ (125,106)**	$ (57,943)	$ 68,633

In 2016 net financial assets decreased by approximately $67.2 million primarily due to the continued progress on the City's two P3 projects; the North Commuter Parkway and Traffic Bridge and the Civic Operations Centre. Since payments for these projects are not due until substantial completion, the City has accrued liabilities in order to reflect the future obligation of work completed to date; hence the increase of $49.8 million in Accounts Payable and Accrued Liabilities. The specific accruals include:

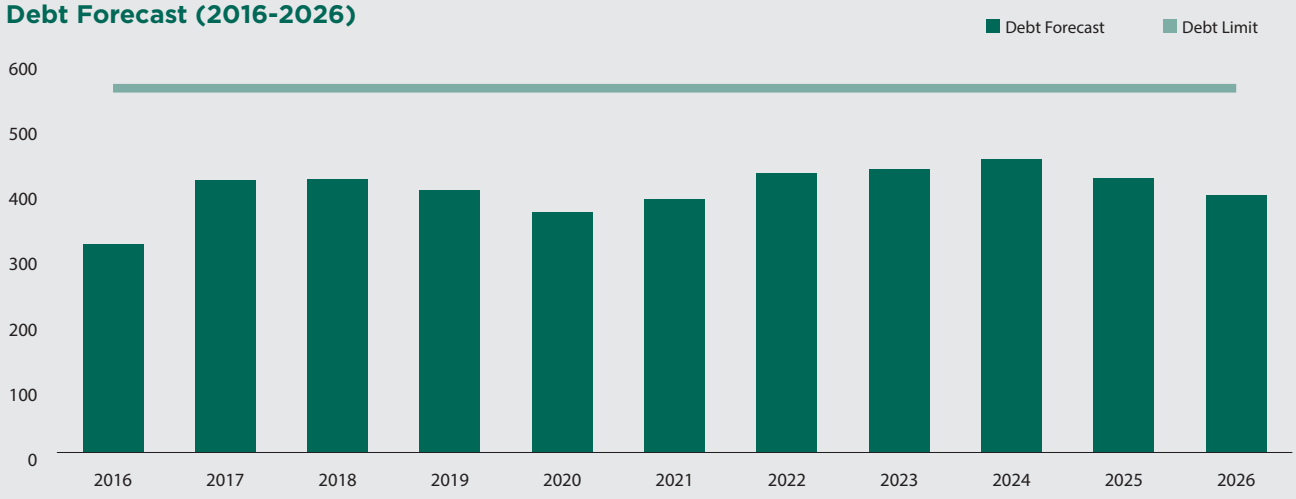
- $106.7 million in accrued liabilities for the North Commuter Parkway and Traffic Bridge which will be paid upon substantial completion in 2018
- $114.7 million in term debt for the Civic Operations Centre which will be paid over the course of 30 years following substantial completion as outlined in the P3 project contract.

Term Debt

These changes in Net Financial Assets are included as part of the City's Long-term Financial Plan and funding models. In January, 2017 Standard & Poor's affirmed the City's AAA longer term issuer credit and senior unsecured debt ratings stating, "the rating reflects our opinion of the city's very strong economy and budgetary flexibility, exceptional liquidity levels and very low debt. The stable outlook reflects our expectations that, throughout the two-year outlook horizon, Saskatoon will continue benefiting from a very strong economy, and maintain exceptional liquidity and strong budgetary flexibility, and low debt".

The City utilizes debt to finance certain capital projects on the premise that the cost of these projects should be borne by the taxpayer and utility users who will benefit from the projects. Debt financing smooths the impact on annual property tax rates while providing appropriate infrastructure to meet citizens' needs. The current debt level of $318.8 million is well within the City's approved debt limit of $558.0 million as authorized by the Saskatchewan Municipal Board. Although subject to significant change, the current debt forecast is expected to peak in 2024 at approximately $450.0 million:

Debt Forecast (2016-2026)

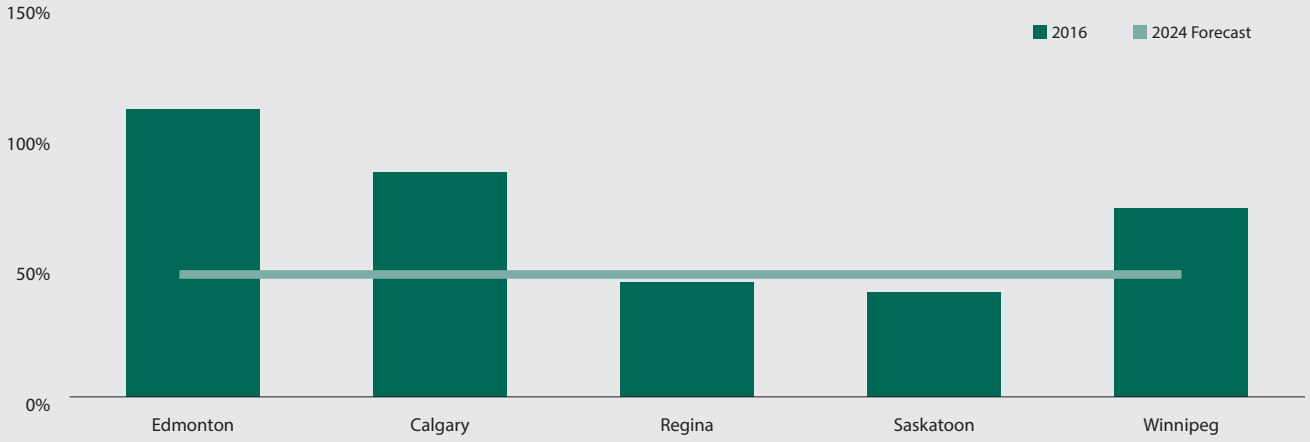


This forecast includes future borrowing for:

- P3 debt for the remainder of the North Commuter Parkway and Traffic Bridge Project
- P3 debt for the Civic Operations Centre
- requirements for a Bus Rapid Transit system
- various utility projects which will be recovered through user fees

Although debt is expected to increase over the next 10 years, it is still expected that Saskatoon will have one of the lowest debt burdens in the country as a percentage of annual operating revenue.

2016 Debt as a Percentage of Operating Revenue

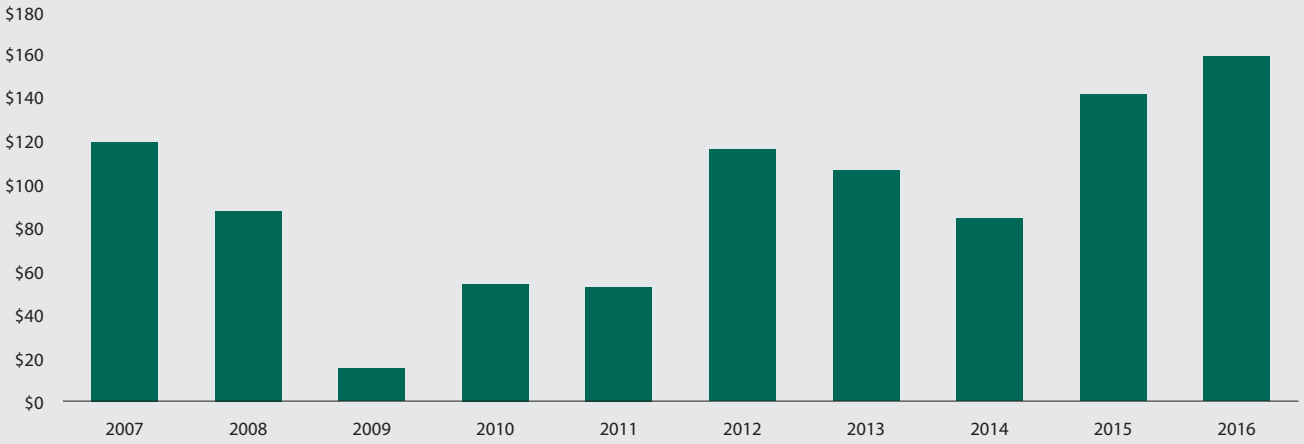


Source: 2016 Municipal Annual Reports

Reserves

The City maintains a Council-approved *Reserve for Future Expenditures Policy and Capital Reserve Bylaw* which directs the establishment and processes with respect to reserves. Initial establishment of reserves as well as transfers to and from reserves required the approval of City Council. In 2016, reserve balances increased by $17.4 million to a year-end balance of $158.3 million.

10 Year Reserve Balance History



These increases in reserve balances were largely due to two factors:

1. Included in these balances are several land development reserves which vary considerably from year to year based on market conditions and stages of development. Reserves such as Prepaid Services improved their deficits by $27.4 million over 2015 as development levies continue to be collected.
2. The Landfill Replacement Reserve and Water and Sewer Replacement Reserve continue on their repayment schedule as their deficit position improved by $6.6 million over 2015. Both of these reserves were approved by City Council to enter a deficit position.

Overall, the reserve balances continue to rebound significantly from 2010 levels which were decreased due to the advancement of capital programs to match the Federal and Provincial programs that required municipal matching dollars. This advancement of funds allowed the City to participate in these programs by taking advantage of available funds from senior levels of government to build the necessary infrastructure. The plan to repay the reserves with the future year operating budget allocations was achieved in 2012 when the reserve balance was $115.7 million up from the five-year low of $53.8 million in 2010. Since 2012, reserve balances have continued to increase as the City is well positioned to address future capital requirements.

Tangible Capital Assets

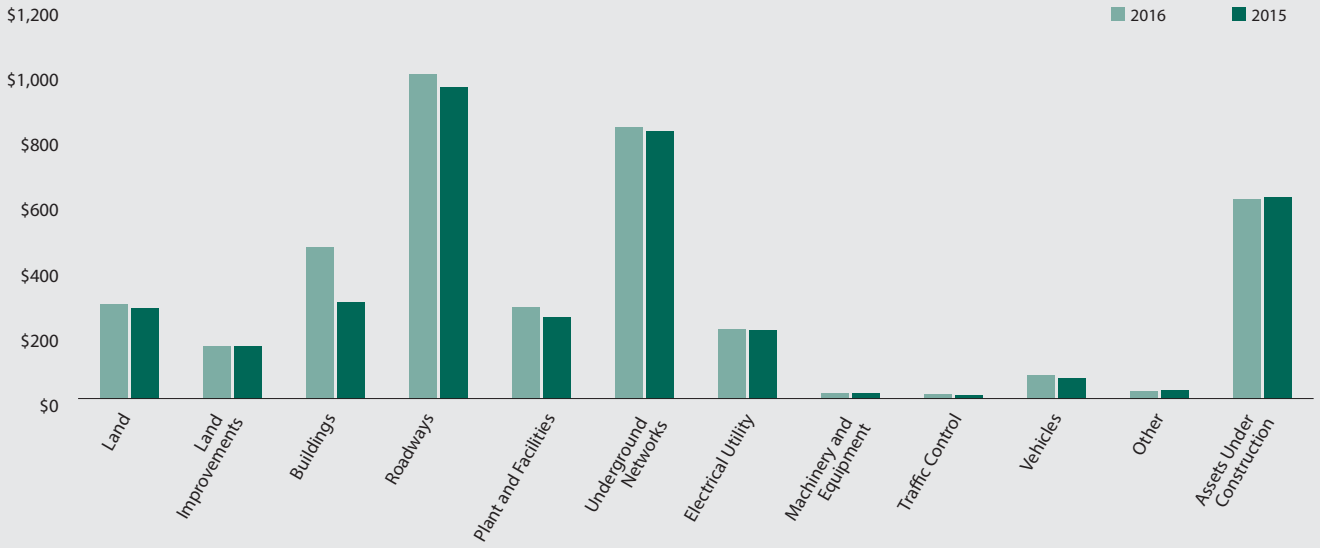
Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less estimated salvage value, of the tangible capital assets is amortized on a straight-line basis over the assets estimated useful lives, ranging from 5 to 75 years.

The City's total net book value of tangible capital assets rose by $253.8 million in 2016 to a balance of $3.98 billion. The largest increase was seen in Buildings which had additional $181.7 million. This increase was largely due to the opening of the Civic Operations Centre in 2016.

Roadways continue to be the largest asset category with a net book value of $993.9 million followed by the underground network, such as water, sewer and storm sewer infrastructure at $832.9 million.

Total Tangible Capital Assets by Category

(millions)



Financial Control and Accountability

The City ensures strong financial management and accountability policies and practices are in place through a number of means. The strategic goal of Asset and Financial Sustainability is a key driver in this objective.

Strong management and fiscal responsibility is one of the City's leadership commitments that drives the organization throughout the daily activities and the manner in which it works towards the Strategic Goals. This commitment along with the other leadership commitments enables the practice of strong financial controls and accountability that helps the City maintain its AAA credit rating.

Outlook

Saskatoon continues to enjoy a strong economy and steady growth. With it come the opportunities and challenges to build new and rehabilitate existing infrastructure that is needed as part of a growing community.

To address growth, "*Growing Forward! Shaping Saskatoon*" is a key initiative that will help guide investments to accommodate growth to half a million people. Saskatoon has a need for a new way of planning for the future to help navigate challenges associated with immense population growth. The resulting growth plan will ensure Saskatoon continues to be a great place to live by creating opportunities for wealth and prosperity, so everyone in the community benefits.

As part of the City's Strategic Goal of Asset and Financial Sustainability, the continued investment in the improvement to roads is one of the key strategies to address the condition of one of the largest components of the existing infrastructure. The result will be not only better road conditions, but an improved roadway network that will lead to more and better options for transportation that are practical for vehicles, buses, bikes, and pedestrians, and an optimal flow of people and goods around the city.

As stated previously, in January 2016, the City once again had its AAA/Stable credit rating affirmed by Standard & Poor's. The rating was based on the 2015 financial results that reflected "exceptional" liquidity, low and managed debt levels, as well as the current financial and economic outlooks.

The City continues to develop a long-term financial plan to address these challenges that ensures financial sustainability as well as meeting the future needs of a growing city.

Kerry Tarasoff, FCPA, FCMA

Chief Financial Officer and General Manager,
Asset and Financial Management

Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

City of Saskatoon

Saskatchewan

For its Annual
Financial Report
for the Year Ended

December 31, 2015

Executive Director/CEO

CONSOLIDATED FINANCIAL STATEMENTS

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2016

Management Report

City of Saskatoon

The accompanying Consolidated Financial Statements and all other information contained in this Annual Report are the responsibility of management. The Consolidated Financial Statements have been prepared by management in accordance with Canadian generally accepted accounting principles (GAAP) for local governments established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The preparation of the statements necessarily includes some amounts which are based on the best estimates and judgments of management. Financial data elsewhere in the Annual Report is consistent with that of the financial statements.

To assist in its responsibility, management maintains accounting, budget and other controls to provide reasonable assurance that transactions are appropriately authorized and accurately recorded, that assets are properly accounted for and safeguarded and that financial records are reliable for the presentation of financial statements.

The Standing Policy Committee on Finance of the City of Saskatoon comprises six elected officials who are appointed annually. The Committee recommends the engagement of the Internal and External Auditors, approves the annual and long-term audit plans, and reviews the audit reports and the audited financial statements for presentation to City Council.

Deloitte LLP, Chartered Professional Accountants, the City's appointed external auditors, have audited the Consolidated Financial Statements. Their report to His Worship the Mayor and City Council, stating the scope of their examination and opinion on the consolidated financial statements, follows.





Murray Totland, P. Eng., MBA
City Manager

Kerry Tarasoff, FCPA, FCMA
CFO/General Manager, Asset and Financial Management Department

July 17, 2017

Independent Auditor's Report

To His Worship the Mayor and City Council:

We have audited the accompanying consolidated financial statements of the City of Saskatoon, which comprise the consolidated statement of financial position as at December 31, 2016, and the consolidated statements of operations, changes in net financial debt and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City of Saskatoon as at December 31, 2016 and the results of its operations, changes in net financial debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Professional Accountants, Chartered Accountants
Licensed Professional Accountants

Saskatoon, Saskatchewan

July 17, 2017

Consolidated Statement of Financial Position

As at December 31, 2016 (in thousands of dollars)

	2016	2015 *Restated Note 20*
Financial Assets		
Cash and Cash Equivalents (Note 2)	**$ 68,483**	$ 68,305
Taxes Receivable (Note 3)	**13,605**	11,309
Accounts Receivable and User Charges (Note 3)	**122,308**	99,051
Loans Receivable (Note 4)	**2,296**	2,811
Land Inventory for Resale	**8,172**	8,709
Other Assets (Note 5)	**1,614**	4,421
Accrued Pension Asset (Note 8)	**7,076**	–
Investments (Note 6)	**364,149**	372,748
Total Financial Assets	**587,703**	567,354
Financial Liabilities		
Accounts Payable and Accrued Liabilities (Note 9)	**278,995**	229,174
Deferred Revenue (Note 10)	**73,577**	85,912
Term Debt (Note 11)	**318,771**	263,050
Accrued Pension Liability (Note 8)	**–**	9,296
Employee Benefits Payable (Note 12)	**41,466**	37,865
Total Financial Liabilities	**712,809**	625,297
Total Net Financial Debt	**(125,106)**	(57,943)
Non-Financial Assets		
Prepaid Expenditures	**12,111**	13,306
Tangible Capital Assets (Note 18 and Note 22)	**3,975,505**	3,721,697
Inventory of Materials and Supplies	**12,850**	11,446
Total Non-Financial Assets	**4,000,466**	3,746,449
Accumulated Surplus (Note 19)	**$ 3,875,360**	$ 3,688,506

The accompanying notes are an integral part of these statements.

Consolidated Statement of Operations

For the Year Ended December 31, 2016 (in thousands of dollars)

	2016 Budget	2016	2015
Revenues			
Taxation (Note 7)	$ 227,969	**$ 227,493**	$ 213,232
Grants-in-Lieu of Taxes (Note 7)	4,490	**5,275**	4,986
User Charges	398,969	**392,543**	379,082
Government Transfers – Operating (Note 13)	67,973	**67,907**	66,620
Government Transfers – Capital (Note 13)	–	**47,815**	25,329
Investment Income	13,090	**13,025**	13,708
Contribution from Developers and Others – Operating	–	**49,628**	90,399
Contribution from Developers and Others – Capital	–	**44,423**	105,744
Franchise Fees	21,895	**21,701**	21,616
Other	22,007	**22,610**	25,109
Total Revenue	**756,393**	**892,420**	945,825
Expenditures			
General Government	41,174	**41,775**	35,384
Protection of Persons and Property	158,065	**157,840**	162,352
Transportation	154,407	**151,634**	152,856
Recreation and Culture	82,073	**81,134**	102,000
Social and Family Services	5,775	**5,685**	6,537
Planning and Development	38,964	**38,629**	49,444
Saskatoon Light & Power	109,097	**108,430**	116,346
Environmental Health	111,072	**108,305**	99,783
Debt Servicing Costs	12,088	**12,134**	10,560
Total Expenditures	**712,715**	**705,566**	735,262
Surplus of Revenues over Expenditures	**43,678**	**186,854**	210,563
Accumulated Surplus, Beginning of Year (restated) (Note 19 and 20)	–	**3,688,506**	3,477,943
Accumulated Surplus, End of Year (restated)		**$ 3,875,360**	$ 3,688,506

The accompanying notes are an integral part of these statements.

Consolidated Statement of Cash Flows

For the Year Ended December 31, 2016 (in thousands of dollars)

	2016	2015
Operating Activities:		
Surplus of Revenues over Expenditures	**$ 186,854**	$ 210,563
Net change in Non-Cash Working Capital Items:		
Taxes Receivable	**(2,296)**	(506)
Accounts Receivable and User Charges	**(23,257)**	12,173
Loans Receivable	**515**	694
Land Inventory for Resale	**537**	(3,149)
Other Assets	**2,807**	2,498
Accrued Pension Asset	**(7,076)**	1,749
Prepaid Expenditures	**1,195**	(10,630)
Inventory of Materials and Supplies	**(1,404)**	(342)
Accounts Payable and Accrued Liabilities	**49,821**	99,624
Deferred Revenue	**(12,335)**	(21,689)
Accrued Pension Liability	**(9,296)**	9,296
Employee Benefits Payable	**3,601**	2,053
Amortization	**123,233**	116,898
Revenue from Contributed Tangible Capital Assets	**(9,056)**	(35,000)
	303,843	384,232
Investing Activities:		
Decrease in Investments	**8,599**	10,258
	8,599	10,258
Financing Activities:		
Proceeds from Term Debt	**79,722**	50,000
Term Debt Repaid	**(24,001)**	(25,054)
	55,721	24,946
Capital Activities:		
Acquisition of Tangible Capital Assets	**(367,985)**	(408,065)
	(367,985)	(408,065)
Increase in Cash and Cash Equivalents	**178**	11,371
Cash and Cash Equivalents at Beginning of Year	**68,305**	56,934
Cash and Cash Equivalents at End of Year	**$ 68,483**	$ 68,305

The accompanying notes are an integral part of these statements.

Consolidated Statement of Changes in Net Financial Debt

For the Year Ended December 31, 2016 (in thousands of dollars)

	2016 Budget	2016	2015
Surplus of Revenues over Expenses	$ –	**$ 186,854**	$ 210,563
Net Acquisition of Tangible Capital Assets	(429,946)	**(367,985)**	(408,065)
Contributed Tangible Capital Assets	–	**(9,056)**	(35,000)
Amortization	123,115	**123,233**	116,898
Deficit from Capital Transactions	(306,831)	**(253,808)**	(326,167)
Net Change in Prepaid Expenses	1,296	**1,195**	(10,630)
Net Change in Inventory of Materials and Supplies	(1,404)	**(1,404)**	(342)
Deficit from Other Non-financial Expenditures	(108)	**(209)**	(10,972)
Increase in Net Financial Debt	(306,939)	**(67,163)**	(126,576)
Net Financial Assets (Debt), Beginning of Year	(57,943)	**(57,943)**	68,633
Net Financial Debt, End of Year	$ (364,882)	**$ (125,106)**	$ (57,943)

The accompanying notes are an integral part of these statements.

Note 1 | Accounting Policies

Nature of the Organization

The City of Saskatoon ("the City") is a municipality in the Province of Saskatchewan, incorporated in 1901 as a village and 1906 as a city and operates under the provisions of *The Cities Act* effective January 1, 2003.

The consolidated financial statements of the City are prepared by management in accordance with Public Sector Accounting Standards ("PSAS"), as recommended by the Chartered Professional Accountants of Canada ("CPA Canada"). The consolidated financial statements were prepared by the City's Finance Division. Significant aspects of the accounting policies adopted by the City are as follows:

Basis of Consolidation

Reporting Entity

The consolidated financial statements reflect the assets, liabilities, revenue, expenses and fund balances of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable for the administration of their financial affairs and resources to the City and which are owned or controlled by the City, namely:

- General Revenue and Capital Funds
- Board of Police Commissioners
- Wastewater Utility
- Storm Water Management Utility
- Water Utility
- Saskatoon Light & Power
- Remai Modern
- Centennial Auditorium (Operating as "TCU Place")
- Saskatchewan Place (Operating as "SaskTel Centre")
- Saskatoon Public Library ("Library")
- Saskatchewan Information and Library Services Consortium Inc. ("SILS")
- Reserve Funds

All interfund amounts have been eliminated through the consolidation. Schedule 4, and supporting Appendices 1 to 7, include only those revenues and expenses reflected in the City's annual operating budget, which is prepared to identify the City's property tax requirements. Excluded from this Schedule are the operations of the Remai Modern, TCU Place, SaskTel Centre, Library, and the Sinking Fund.

The Library has an interest in the SILS, which has been proportionately consolidated.

Trust and Pension Funds

Trust funds (see Note 16) and pension funds and their related operations administered by the City are not reflected in the consolidated financial statements.

Accounting for School Board Transactions

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the school boards, are not reflected in the municipal fund balances of these financial statements. Amounts due to/from school boards are reported on the Consolidated Statement of Financial Position as accounts payable and accrued liabilities/accounts receivable.

Basis of Accounting

Financial and Non-financial Assets and Liabilities

Financial assets and financial liabilities have been presented separately from the non-financial assets of the City on the Consolidated Statement of Financial Position. A financial asset is defined as an asset that can be used to discharge existing liabilities or finance future operations and is not for consumption in the normal course of operations. A financial liability is a contractual obligation to deliver cash or another financial asset to another entity. Non-financial assets are those that are normally employed to provide future services and have useful lives extending beyond the current year.

Revenues and Expenditures

Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues. Funds from development charges for services that have not yet been provided at the time the charges are collected are accounted for as deferred revenue until used for the purposes specified. Gross revenues for the 2016 fiscal year are $892,420. Expenses are accounted for in the period the goods and services are acquired and a liability is incurred or transfers are due. Gross expenses for the 2016 fiscal year are $705,566. Budget information is presented on a basis consistent with that used for actual results. The budget was approved by City Council on December 1, 2015. Any Council approved changes made to capital budgets throughout the fiscal year have been excluded from the 2016 budgeted amounts. Amounts for contributions from developers are not specifically budgeted for and as a result, the comparison between actual and budgeted amounts on the Statement of Operations is hindered. Readers are encouraged to review Schedule 4 which includes a comparison of the City's operating budget to actual results.

Note 1 | Accounting Policies continued

Property Tax Revenue

Property tax revenue is based on assessments determined in accordance with Saskatchewan legislation and the formulas, principles and rules in the Saskatchewan Assessment Manual. Tax mill rates are established annually. Taxation revenues are recorded at the time tax billings are issued. Assessments are subject to appeal. A provision has been recorded in Accounts Payable and Accrued Liabilities for potential losses on assessment appeals outstanding as of December 31, 2016.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and short-term highly liquid investments with original maturities of 90 days or less at the date of acquisition and which are subject to an insignificant risk of change in value. Cash and cash equivalents are recorded at cost.

Government Transfers

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, eligibility criteria have been met, and reasonable estimates of the revenue amount can be made. Government transfer programs include operations funding received from Funding Agreements such as the Federal Gas Tax Revenue Transfer Program, the Urban Highway Connector Program, the Provincial Revenue Sharing Program, the Provincial and Federal Police funding programs as well as Transit and Library Funding Agreements. The use of these funds are restricted to eligible expenditures as identified in the funding agreements. Authorization and approval are required before the funds can be expended.

Inventories of Materials and Supplies

Inventories of materials and supplies are valued at the lower of cost and replacement cost. Cost is determined using an average cost basis.

Land Inventory for Resale

The City is one of the primary property developers in the municipality. Land inventory for resale is recorded at the lower of adjusted cost and replacement cost. Adjusted cost includes amounts for land acquisition and improvements to prepare the land for sale. Land is available for resale when approved for sale by the Land Bank Committee and when all municipal services have been completed.

Loans Receivable

Loans receivable are recorded at cost less allowance for doubtful accounts. Allowance for doubtful accounts is recognized when collection is in doubt. Loans receivable and interest revenue recognized on loans receivable are recorded at lower of cost and net recoverable value.

Investments

All investments are recorded at amortized cost using the effective interest rate method. Premiums and discounts are amortized over the life of the investment. Investment transactions are accounted for at the settlement date. Investment income is recorded on the accrual basis. When there has been a loss in a value of an investment that is other than temporary decline, the investment is written down to recognize the loss and the loss is recognized in the consolidated statement of operations.

Pension Amounts

The City of Saskatoon makes contributions to the General Superannuation, Part-time and Seasonal Employee Superannuation, Police Superannuation, Saskatoon Police Pension Plan, Fire and Protective Services Department Superannuation Plans and Saskatoon Firefighters' Pension Plan on behalf of its staff. The General Superannuation, Police Superannuation and Fire and Protective Services Department Superannuation plans are defined benefit plans with the exception of the Part-time and Seasonal Employee plan, which is a defined contribution plan. The Police Pension Plan and Saskatoon Firefighters' Pension Plans are contributory target benefit plans. Pension expense for the defined benefit plans are based on actuarially determined amounts. Pension expense for the defined contribution and contributory target benefit plans are based on the City's contributions.

Provision for Landfill Closure and Post Closure

The Environmental Management and Protection Act of Saskatchewan sets out the regulatory requirements to properly close and maintain all active and inactive landfill sites. Under environmental law, there is a requirement for closure and post-closure care of landfill sites. This requirement is being provided for over the estimated remaining life of the landfill sites based on usage, and is funded through tipping fees. The annual provision is reported as an expense in Environmental Health and the accumulated provision is reported as a liability on the Consolidated Statement of Financial Position.

Use of Estimates

The preparation of consolidated financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could

Note 1 | Accounting Policies continued

differ from those estimates and may have an impact on future periods. Significant estimates include accrued pension assets and liabilities, contingent liabilities and commitments, provision for doubtful accounts, employee benefits payable, landfill liability, contaminated sites remediation, the amortization of tangible capital assets, and the allocation of costs associated with land development, including contributions from developers.

Segmented Reporting

Segmented information on the City's Consolidated Financial Activities is presented in Note 21. The basis for segmentation is on capital and operating services for both utilities and the general City programs, plus information on the Library, Remai Modern, TCU Place and SaskTel Centre. Amounts are further allocated based on the types of services performed in each segment. Each account is designated as belonging to a particular segment and these accounts are further allocated to a particular service area (function) upon preparation of the Consolidated Financial Statements. Employee pension, sick and vacation costs have been allocated to each segment on a pro-rata basis.

Tangible Capital Assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost less residual value of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

• Buildings	25 to 50 years
• Plants and Facilities	20 to 50 Years
• Roadways	20 to 75 years
• Underground Networks	50 to 75 years
• Electrical Utility	10 to 45 years
• Vehicles	4 to 30 years
• Traffic Control	15 to 30 years
• Machinery and Equipment	5 to 25 years
• Land and Land Improvements	20 to indefinite years
• Furniture and Fixtures	20 years
• Information and Communication	15 years

A full year's amortization is charged in the year of acquisition and no amortization is charged in the year of disposal. Assets under construction are not amortized until the asset is available for use. Interest costs for the construction and development of tangible capital assets are not capitalized.

Contribution of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are recorded as revenue.

Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risk incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

Land under roads

Land under roads that is acquired other than by a purchase agreement is valued at a nominal cost.

Cultural, historical and works of art

The City manages and controls various works of art and non-operational historical and cultural assets including buildings, artifacts, paintings and sculptures located at City sites and public display areas. These assets are not recorded as tangible capital assets and are expensed.

Accounting Standards Effective Beginning On Or After April 1, 2017

Assets

PS 3210, Assets provides additional guidance on the definition of assets and new disclosure requirements for those assets not recognized in the government's financial statements.

Contingent Assets

PS 3320, Contingent Assets defines and establishes standards on the reporting and disclosure of possible assets that may arise from existing conditions or situations involving uncertainty. The existence of a contingent asset must be disclosed when the occurrence of the confirming future event is likely.

Contractual Rights

PS 3380, Contractual Rights defines and establishes standards on contractual rights. Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.

Inter-Entity Transactions

PS 3420, Inter Entity Transactions specifically addresses the reporting of transactions between entities controlled by a government that comprise the government's reporting entity from both a provider and recipient perspective.

Note 1 | Accounting Policies continued

Related Party Transactions

PS 2200, Related Party Transactions defines a related party and establishes disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on the financial statements.

Accounting Standards Effective Beginning On Or After April 1, 2018

Restructuring Transactions

PS 3430, Restructuring Transactions establishes how to record and report restructuring transactions, for both transferors and recipients, the transfer of assets and/or liabilities together with related programs or operation responsibilities.

Accounting Standards Effective Beginning On Or After April 1, 2019

Financial Statement Presentation

PS 1201, Financial Statement Presentation requires a new statement of re-measurement gains and losses separate from the statement of operations. Included in this new statement are the unrealized gains and losses arising from the re-measurement of financial instruments and items denominated in foreign currencies as well as the government's proportionate share of other comprehensive income that arises when a government includes the results of government business enterprises and partnerships.

Financial Currency Translation

PS 2601, Foreign Currency Translation requires that monetary assets and liabilities denominated in a foreign currency and non-monetary items included in the fair value category, denominated in a foreign currency, be adjusted to reflect the exchange rates in effect at the financial statement date. Unrealized gains and losses are to be presented in the statement of re-measurement gains and losses.

Portfolio Investments

PS 3041, Portfolio Investments has removed the distinction between temporary and portfolio investments. This section was amended to conform to PS 3450, Financial Instruments and now includes pooled investments in its scope. Upon adoption of PS 3450 and PS 3041, PS 3030, Temporary Investments will no longer apply.

Financial Instruments

PS 3450, Financial Instruments establishes recognition, measurement and disclosure requirements for derivative and non-derivative financial instruments. The standard requires fair value measurement of derivatives and equity instruments that are quoted in an active market; all other financial instruments can be measured at cost/amortized cost or fair value at the election of the government. Unrealized gains and losses are presented in a new statement of re-measurement gains and losses. There is the requirement to disclose the nature and extent of risks arising from financial instruments and clarification is given for the de-recognition of financial liabilities.

The City continues to assess the impacts of the above accounting standards. The extent of impact resulting from the adoption of these standards is not known at this time.

Public-Private Partnerships

A public-private partnership ("P3s") is a contractual agreement between a public authority and a private entity for the provision of infrastructure and/or services.

The City's P3s are assessed based on the substance of the underlying agreement and are accounted as follows:

- Costs incurred during construction or acquisition are recognized in the work in progress and liability balances based on the estimated percentage complete.
- Construction costs, as well as the combined total of future payments, are recognized as a tangible capital asset and amortized over the useful life once the asset is in service.
- Sources of funds used to finance the tangible capital asset and future payments will be classified based on the nature of the funds, such as debt, grants, and/or reserves.

Provision for Contaminated Sites

The Environmental Management and Protection Act (Saskatchewan) sets out the regulatory requirements in regards to contamination. Under this Act, there is a requirement for the persons responsible to address the contamination that is causing or has caused an adverse effect. A provision in PS 3260 is provided for non-productive sites where contamination exists that exceeds an environmental standard. The City is legally responsible or has accepted responsibility for the contamination, future economic benefits are expected to be given up and a reasonable estimate for the provision can be made. Non-productive sites include any site where the contamination is a result of past activities not related to the current use of the site.

Accumulated Surplus/Deficit

Accumulated surplus/deficit represents the City's net economic resources. It is an amount by which all assets (financial and non-financial) exceed liabilities. An accumulated surplus indicates that the City has net resources (financial and non-financial) that can be used to provide future services. An accumulated deficit means that liabilities are greater than assets.

Note 2 | Cash and Cash Equivalents

	Cost		Market	
	2016	2015	2016	2015
Cash	**$ 60,179**	$ 64,027	**$ 60,179**	$ 64,027
Short-Term Investments	**8,304**	4,278	**8,304**	4,278
Total	**$ 68,483**	$ 68,305	**$ 68,483**	$ 68,305

Note 3 | Taxes Receivable and Accounts Receivable and User Charges

It is the normal practice of the City to review its accounts receivable on a regular basis and write off any accounts which are considered to be uncollectable. A general allowance of $820 (2015 – $918) for uncollectable taxes is included in the balance of Taxes Receivable.

The City also calculates an allowance for uncollectable accounts relating to Utility billings. At December 31, 2016 this amount is $66 (2015 – $50) and is included in Accounts Receivable and User Charges.

Note 4 | Loans Receivable

City Bylaw No. 8418 was approved by City Council in 2005 to authorize a 15-year loan in the amount of $10,550 from the City to Saskatoon Soccer Centre Inc. for the construction of the North East Soccer Park, in Forest Park, in Saskatoon. The total annual payment under the loan is shared by Saskatoon Soccer Centre Inc. and the City resulting in an amount receivable from the Saskatoon Soccer Centre Inc. of $7,037 and a deferred grant of $3,513 that is amortized over the life of the loan payments. Interest is recognized as earned at 2.80 per cent to 4.60 per cent over the life of the loan. Security on the loan is by way of an assignment lease against the Henk Ruys Soccer Centre and the North East Soccer Park. The amount receivable and deferred grant as at the end of December 31, 2016 are $2,296 (2015 – $2,811).

Note 5 | Other Assets

	2016	2015
Deferred Charges	**$ 1,369**	$ 4,248
Other Inventory for Resale	**245**	173
	$ 1,614	$ 4,421

Note 6 | Investments

	Cost		Market	
	2016	2015	2016	2015
Investments	**$ 364,149**	$ 372,748	**$ 379,198**	$ 398,384

Investments consist primarily of corporate and government bonds. Maturities are between 2017-2026 with effective interest rates of 1.0 per cent to 5.25 per cent.

2016 Investments contain $2,685 (2015 – $1,781) in restricted funds related to sinking funds accumulated to retire debt.

Note 7 | Net Taxes Available for Municipal Purposes

	2016	2015
Gross Taxation Revenue Collected	**$ 387,218**	$ 369,818
Taxes collected on Behalf of Others:		
Saskatoon School Division No. 13	**(109,409)**	(107,377)
St. Paul's Roman Catholic Separate School Division No. 20	**(43,959)**	(43,238)
Business Improvement Districts	**(1,082)**	(985)
Net taxes available for municipal purposes	**$ 232,768**	$ 218,218
Comprised of:		
Municipal	**227,493**	213,232
Grants-in-Lieu of Taxes	**5,275**	4,986
	$ 232,768	$ 218,218

The Education Act and *The Cities Act* set out the manner in which collection of taxes and trailer license fees are to be submitted to the School Boards and the Business Improvement Districts. As the City is acting as agent only for the collection of such taxes, these amounts are not reflected in the Schedule of Revenue and Expenditures, nor are the Assets, Liabilities, and Fund Balances of these Boards included in the consolidated financial statements.

Note 8 | Accrued Pension Asset

The City administers six employee pension plans – the General Superannuation Plan ("General Plan"), the Saskatoon Police Pension Plan, the Police Superannuation Plan ("Police Plan"), the Saskatoon Firefighters' Pension Plan, the Fire and Protective Services Department Superannuation Plan ("Fire Plan"), and the Part-Time and Seasonal Employee Superannuation Plan ("Seasonal Plan"). Combined, these plans provide pension benefits for all eligible staff of the City. General, Police, and Fire Plans are contributory defined benefit plans. The Saskatoon Police Pension Plan and the Saskatoon Firefighters' Pension Plan are contributory target benefit plans. The Seasonal Plan is a defined contribution plan. In all Plans, contributions are made by Plan members and the City as stipulated by pension agreements. The defined benefit plans provide for a benefit that is integrated with the Canada Pension Plan, and is based on years of contributory service times a percentage of average earnings as defined by each plan. The Part-Time and Seasonal Employee Superannuation Plan provides a benefit based on the annuity that can be purchased with the funds in an employee's account (i.e. a money purchase plan).

The accrued pension obligation relates to the five main plans – the Retirement Plan for Employees of the City of Saskatoon Board of Police Commissioners, the Saskatoon Police Pension Plan, the Retirement Plan for Employees of the Fire and Protective Services Department of the City of Saskatoon, the Saskatoon Firefighters' Pension Plan and the General Superannuation Plan for City of Saskatoon employees not covered by the Police and Fire and Protective Services Departments' Superannuation Plans. The General Plan provides for partial inflation protection on benefits accrued

Note 8 | Accrued Pension Asset continued

to December 31, 2000. Fire and Police plans have provided for partial ad hoc indexing from time to time in the past when deemed affordable through plan surpluses. The latest increase for eligible retired members of the Fire Plan was granted January 1, 2008 and the latest increase for retired members of the Police Plan was granted July 1, 2010. In accordance with the latest filed valuation reports. The average age of the 3,463 employees accruing service under the Plans is 43.30 years. At present, the Plans provide benefits for 1,870 retirees and surviving spouses; benefit payments were $64,594 in 2016.

Employees make contributions in accordance with the following: General Plan 8.1 per cent of salary below the year's maximum pensionable earnings (YMPE) and 9.7 per cent above the YMPE; Fire Plan 10.9 per cent of salary; Saskatoon Firefighters' Pension Plan 9 per cent of salary; Police Plan 9 per cent of salary; and Saskatoon Police Pension Plan 9 per cent of salary while the City contributes an equal amount. In 2016, employee contributions for current and past service were $24,269 (2015 – $23,008), and the City's contributions were $23,613 (2015 – $22,839). A separate pension fund is maintained for each Plan. Pension fund assets are invested entirely in marketable investments of organizations external to the City. The accrued pension obligation at December 31 includes the following components:

	2016	2015
Accrued benefit obligation	**$ (1,290,024)**	$ (1,197,190)
Pension fund assets		
Marketable securities	**1,257,162**	1,162,206
	(32,862)	(34,984)
Unamortized actuarial losses	**39,808**	25,688
Accrued benefit asset (liability)	**6,946**	(9,296)
Valuation allowance	**130**	–
Net carrying value of accrued benefit asset (liability)	**$ 7,076**	$ (9,296)

Actuarial valuations for accounting purposes are performed at least triennially using the projected benefit method prorated on services. The most recent valuations were prepared by AON Consulting as at December 31, 2015 for the General Plan, December 31, 2015 for the Fire Plan, January 1, 2016 for the Saskatoon Fire Fighters' Pension Plan, December 31, 2015 for the Police Plan and January 1, 2016 for the Saskatoon Police Pension Plan. The unamortized actuarial loss is amortized on a straight line basis over the expected average remaining service life of the related employee groups applicable to each of the Plans which is 13 years on average.

The actuarial valuations were based on a number of assumptions about future events, such as inflation rates, interest rates, wage and salary increases, and employee turnover and mortality. The assumptions used represent the City's best estimates.

The expected inflation rate is 2.25 per cent for the five Plans. The discount rate used to determine the accrued benefit obligation is 6.45 per cent for the General Plan, 6 per cent for the Police Plan, 6.25 per cent for the Saskatoon Police Pension Plan, 5.95 per cent for the Fire Plan and 6.20 per cent for the Saskatoon Fire Fighters' Pension Plan. The earnings increase rate is 3.25 per cent for the General Plan, 3 per cent for the Police Plan, 3 per cent for the Saskatoon Police Pension Plan, 6.11 per cent for the Fire Plan and 6.11 per cent for the Saskatoon Fire Fighters' Pension Plan.

Pension fund assets are valued using a market related value which amortizes realized and unrealized gains and losses over a five-year period. The expected rate of return on General Plan assets is 6.45 per cent, on Police Plan assets is 6.60 per cent, on Saskatoon Police Pension Plan assets is 6.25 per cent, on Fire Plan assets is 6.30 per cent and on Saskatoon Fire Fighters' Pension Plan assets is 6.20 per cent. The actual rate of return on Plan assets in 2016 was 9.63 per cent. The market value of assets at December 31, 2016 was $1,296,836 (2015 – $1,221,737).

Effective January 1, 2016, the Saskatoon Fire and Protective Services Department Superannuation and Saskatoon Police Superannuation plans were amended to close the plans to new entrants, freeze pensionable service, cease employee contributions and change the cost sharing arrangement in the plan such that the City assumes full responsibility for all past and future deficits in the plan.

The City's contributions to the defined contribution pension plan for Seasonal and Non-permanent Part-time Employees were $311 in 2016 (2015 – $299).

Note 8 | Accrued Pension Asset continued

The total expenditures related to pensions in 2016 include the following components:

	2016	2015
Current period benefit cost	**$ 36,910**	$ 35,229
Less: Employee contributions	**(23,615)**	(23,008)
Curtailments	**-**	10,831
Amortization of actuarial loss	**6,297**	8,067
Increase in valuation allowance	**2,536**	–
Pension expense excluding interest	**22,128**	31,119
Interest cost on the average accrued benefit obligation	**76,542**	73,899
Expected return on average pension plan assets	**(74,622)**	(71,134)
Pension interest expenditure	**1,920**	2,765
Total Pension Expense	**$ 24,048**	$ 33,884

Note 9 | Accounts Payable and Accrued Liabilities

Included in accrued liabilities is $5,917 (2015 – $8,379) for the estimated total landfill closure and post-closure care expenditures. The estimated liability for these expenditures is recognized as the landfill site's capacity is used and the reported liability represents the portion of the estimated total expenditures recognized as at December 31, 2016, based on the cumulative capacity used at that date, compared to the total estimated landfill capacity. Estimated total expenditures represent the sum of the discounted future cash flows for closure and post-closure care activities discounted at the City's average long-term borrowing rate of 3.55 per cent. Amounts to be accrued for in future years as the landfill's capacity is consumed are estimated at $8,515. The expense recorded with respect to landfill closure liability is recorded in the Consolidated Statement of Operations.

Landfill closure and post-closure care requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspection, and maintenance. The reported liability is based on estimates and assumptions with respect to events extending over a 35 year post-closure period using the best information available to management. Future events may result in significant changes to the estimated total expenditures, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

The estimated remaining capacity of the landfill is 59 per cent (2015 – 60 per cent) of its total estimated capacity and its estimated remaining life is 51 years (2015 – 45 years). The period for post closure care is estimated to be 35 years (2015 – 35 years).

The expected lifespan for the landfill has been conservatively estimated on the basis of waste diversion rates rising slowly. With the introduction of residential curbside recycling in 2013 and the beginning of multi-unit recycling in 2014, the diversion rate is expected to eventually rise from the current level of 21 per cent to about 30 per cent. The expected tonnes of total recyclable material captured is lower than originally anticipated because the increase in curbside and multi-unit collection was accompanied by a decrease in recycling depot tonnage. The optimization strategy for the landfill is based on the existing facility footprint.

Note 10 | Deferred Revenue

	2016	2015
Development Charges	**$ 49,669**	$ 59,626
Federal Government Transfers	**7,701**	12,915
Ticket Sales and Other	**16,207**	13,371
	$ 73,577	$ 85,912

Development charges are fees levied on new development to help pay for the infrastructure required to service new growth. Deposits are received for various capital projects from land developers. These are included in the development charges listed above. In addition, deferred Federal Government transfers are externally restricted amounts that are recognized in revenue when the conditions of use are satisfied. Ticket sales and other amounts are a result of the City and its controlled enterprises receiving cash upfront for services they are to perform in the future.

Note 11 | Term Debt

a. Debt – principle amounts due in:

	2016	2015
2016	**$ –**	$ 24,002
2017	**24,697**	24,697
2018	**25,433**	25,433
2019	**22,256**	22,256
2020	**18,886**	18,886
2021	**13,108**	13,108
2022	**13,500**	13,500
2023	**8,998**	8,998
2024	**7,513**	7,513
2025	**3,819**	3,819
2026	**3,078**	3,078
2027	**3,171**	3,171
2028	**3,267**	3,267
2029	**3,368**	3,368
2030	**3,469**	3,469
2031	**3,575**	3,575
2032	**911**	910
2043	**45,000**	45,000
Total Term Debt (11c)	**204,049**	228,050
Public Private Partnership ("P3") Term Debt (11b)	**114,722**	35,000
	318,771	263,050
Sinking funds accumulated to retire debt	**(2,685)**	(1,781)
Net Term Debt	**$ 316,086**	$ 261,269

Interest rates range from 1.81 per cent to 4.68 per cent. All debt instruments have been issued in Canadian funds.

b. P3 Term Debt

During construction of the North Commuter Parkway and Traffic Bridge ("NCPTB") and the Civic Operations Centre ("COC"), the City records a portion of the project costs as assets under construction, using the construction costs to date and an equivalent liability to Graham Commuter Partners ("GCP") and Integrated Team Solutions ("ITS") respectively. The term debt represents the deferred capital payment portions of the project costs based on the terms of the agreement. Once completed, the City amortizes the accumulated costs of the completed project over its useful life, expenses the annual interest cost and settles the long-term liability over the term of the project agreements. The City has $114,722 (2015 – $35,000) to be repaid by monthly interest and principal payments over 25 years at an interest rate of 4.5 per cent. Principal is due 2041.

Note 11 | Term Debt continued

c. Components of Debt

	2016	2015
Royal Bank Bankers' Acceptance Loan – offering rate plus spread of 0.20%, revolves quarterly at progressively smaller amounts until October 22, 2018 (offering rate at December 31, 2016 was 0.900%)	**$ 7,471**	$ 10,991
Royal Bank Bankers' Acceptance Loan – offering rate plus spread of 0.28%, revolves quarterly at progressively smaller amounts until March 24, 2025 (offering rate at December 31, 2016 was 0.934%)	**12,960**	14,328
Royal Bank Bankers' Acceptance Loan – offering rate plus spread of 0.30%, revolves quarterly at progressively smaller amounts until February 9, 2032 (offering rate at December 31, 2016 was 0.894%)	**44,752**	47,033
Total	**$ 65,183**	$ 72,352

The above "Components of Debt" are included in the total Net Term Debt balance in Note 11a.

d. Regulations

The regulations under *The Cities Act* require that individual debenture issue bylaws be submitted, reviewed, and approved by the Saskatchewan Municipal Board ("SMB") with the exception that an urban municipality with a population greater than 30,000 can apply to the SMB for a debt limit. The City's debt limit is $558,000 (2015 – $558,000) as approved by the SMB. The total interest paid by the City for debt in 2016 was $12,134 (2015 – $10,560).

Note 12 | Employee Benefits Payable

Vacation leave is credited to employees on a monthly basis based on contractual obligations. Such credits are accumulated from the period April 1 to March 31 and may not be taken in advance. Therefore, credits earned from April 1, 2016 to December 31, 2016 would normally be available to employees after April 1, 2017.

The City operates a number of Sick Leave Benefit Plans as stipulated within agreements with the various Unions and Associations of employees. These plans are based on the accumulation of sick leave credits to a specified maximum, or are guaranteed long-term disability plans. For those Unions with accumulated sick leave plans, the employee is entitled to a cash payment under specified circumstances, including retirements, based upon a formula stipulated in the union agreements.

Employee benefits payable are recorded as financial liabilities on the Consolidated Statement of Financial Position, offset by a reduction in fund balances. The total of these liabilities is as follows:

	2016	2015
Vacation leave accrual	**$ 22,252**	$ 19,585
Sick leave credits	**19,214**	18,280
	$ 41,466	$ 37,865

The City's liability for sick leave credits is an actuarially determined amount. Significant assumptions include: discount rate 1.85 per cent (2015 – 3.00 per cent); earnings increase rate 3.25 per cent (2015 – 3.25 per cent); and, inflation rate 2.25 per cent (2015 – 2.25 per cent).

Note 13 | Government Transfers

The following transfers have been included in revenues:

	2016	2015
Operating Transfers		
Federal	**$ 7,977**	$ 8,495
Provincial	**59,930**	58,125
	67,907	66,620
Capital Transfers		
Federal	**41,238**	13,236
Provincial	**6,577**	12,093
	47,815	25,329
	$ 115,722	$ 91,949

Note 14 | Commitments and Contingent Liabilities

Lawsuits

Various lawsuits and claims are pending by and against the City. Provisions have been made for any claims that are likely and the amount of the potential loss can be reasonably estimated. It is the opinion of management that final determination of any other claims will not materially affect the financial position of the City.

Contaminated Sites

A provision for remediation of known contaminated sites has been accrued in Accounts Payable and Accrued Liabilities in the amount of $8,012 (2015 – $12,305). The provision is based on expenditures expected to be incurred over the next 10 years discounted using rates ranging from 0.75 per cent to 1.42 per cent. The liability reflects the City's best estimate as at December 31, 2016, of the amount that is required to remediate non-productive sites back to current environmental standards. Where possible, provisions for remediation are based on environmental assessments completed on a site. For sites where no assessment has been completed, estimates of the remediation are completed using the best information available for the site.

The liability for contaminated sites include sites associated with former industrial operations. The nature of contamination includes chemicals, heavy metals, salt and other organic and inorganic contaminants. The sources of the contamination include underground fuel storage tanks, hazardous materials storage and other industrial activities. Sites often have multiple sources of contamination.

NCPTB

NCPTB is being pursued as a P3 project and has qualified for P3 funding from the Government of Canada and Province of Saskatchewan. On September 8, 2015 City Council announced that GCP has been chosen to design, build, finance, operate and maintain the NCPTB. The project is expected to be substantially complete October 2018. GCP will operate and maintain the North Commuter Parkway and adjacent roadways until 2048 and will maintain the Traffic Bridge until 2048 (Note 11b).

COC

On October 27, 2014, City Council announced that ITS will design, build, finance and maintain the Transit Operations Facility and a permanent Snow Management Facility both located at COC Phase 1. Construction of Phase 1 was substantially complete late 2016 with move in early 2017. ITS will operate the new facility until fall 2041 (Note 11b).

Note 15 | Property Realized Reserve

The Property Realized Reserve, which is included on Schedule 3, is reported net of all withdrawals. This practice does not recognize the value of assets for property purchased but not yet sold, or repayable advances of funds. At December 31, 2016, the gross value of the Property Realized Reserve is estimated to be $149,251 (2015 – $158,945) itemized as follows:

		2016		2015
Gross Value of Reserve, December 31	**$**	**149,251**	$	158,945
Advances Repayable from Future Revenue Fund Provisions		**(6,006)**		(8,072)
Property Purchased from Reserve and not yet re-sold (at estimated cost)		**(121,528)**		(123,081)
Net Balance of Reserve, December 31	**$**	**21,717**	$	27,792

Note 16 | Trust Funds

The City administers two trust funds, the Cemetery Perpetual Care Fund and the Group Insurance Trust Fund. The reserve balances in these trusts are $4,563 (2015 – $4,365) and $551 (2015 – $836), respectively.

Note 17 | Expenditures by Object

The following is a summary of the expenses reported on the Consolidated Statement of Operations by object of expenses:

		2016		2015
Wages and Benefits	**$**	**280,655**	$	282,741
Contracted and General Services		**161,007**		188,684
Heating, Lighting, Power, Water and Telephone		**97,683**		99,809
Materials, Goods and Supplies		**16,635**		23,353
Finance Charges		**16,465**		12,098
Donations, Grants and Subsidies		**9,888**		11,679
Amortization		**123,233**		116,898
	$	**705,566**	$	735,262

Note 18 | Tangible Capital Assets

	Net Book Value	
	2016	2015 *Restated Note 20*
Land	**$ 288,834**	$ 276,808
Land Improvements	**161,379**	161,527
Buildings	**465,674**	295,791
Roadways	**993,898**	976,822
Plant and Facilities	**281,706**	250,955
Underground Networks	**832,898**	819,195
Electrical Utility	**214,282**	209,182
Machinery and Equipment	**17,672**	18,155
Traffic Control	**14,353**	9,318
Vehicles	**70,663**	61,827
Other	**23,266**	24,970
	3,364,625	3,104,550
Assets under Construction	**610,880**	617,147
	$ 3,975,505	$ 3,721,697

For additional information see Note 22. Contributed assets totaled $9,056 (2015 – $35,000) and were capitalized at their fair value at the time of receipt. Assets contributed during the year consisted of land, park equipment, underground networks which includes sanitary sewermains and storm watermains and roadway components which includes sidewalks, local roads and street lights.

As at December 31, 2016, tangible capital assets of $77,684 were included as assets under construction and a related accrued liability of $77,684 was recorded in relation to the North Commuter Parkway Traffic Bridge.

Note 19 | Accumulated Surplus

	2016	2015 *Restated Note 20*
Fund Balances		
Funds to offset taxation or user charges in future years (Schedule 1)	**$ 83,123**	$ 13,574
Unexpended capital financing (Schedule 2)	**52,104**	61,985
Reserves	**158,302**	140,951
	293,529	216,510
Net Investment in Tangible Capital Assets		
Tangible Capital Assets	**3,975,504**	3,721,697
Capital outlay financed by long-term liabilities to be recovered in future years	**(381,500)**	(235,952)
Capital outlay financed by internal investments	**(12,173)**	(13,749)
	3,581,831	3,471,996
Total Accumulated Surplus	**$ 3,875,360**	$ 3,688,506

Note 20 | Prior Period Adjustments

The comparative figures for 2015 have been adjusted to record tangible capital assets of $22,044 contributed by Saskatchewan Department of Highways in 2009 that were not recorded at the time of contribution. The restatement of prior period comparative amounts that impacted the 2015 consolidated financial statements are as follows:

	2015 as previously reported	Adjustments	2015 Adjusted
Impact on Consolidated Statement of Financial Position			
Tangible Capital Assets	$ 3,699,653	$ 22,044	$ 3,721,697
Total Non Financial Assets	3,724,405	22,044	3,746,449
Total Net Financial Debt	(57,943)	–	(57,943)
Accumulated Surplus	3,666,462	22,044	3,688,506
Impact on Consolidated Statements of Operations			
Transportation	152,856	–	152,856
Total Expenses	735,262	–	735,262
Surplus of Revenues over Expenses	210,563	–	210,563
Accumulated Surplus, Beginning of Year	3,455,899	22,044	3,477,943
Accumulated Surplus, End of Year	$ 3,666,462	$ 22,044	$ 3,688,506

Note 21 | Financial Activities by Segment

Surplus (Deficit) of Revenues over Expenditures

2016	General Operating	Utility Operating	General Capital	Utility Capital	Library	Remai Modern	TCU Place	SaskTel Centre	Consolidation Adjustments	$
Revenues										
Taxation	$ 210,707	$ –	$ –	$ –	$ 20,931	$ –	$ –	$ –	$ (4,145)	**$ 227,493**
Grants-in-Lieu	36,524	–	–	–	–	–	–	–	(31,249)	**5,275**
User Charges	87,606	303,871	–	–	249	–	10,545	19,736	(29,464)	**392,543**
Government Transfers	66,547	–	44,215	2,599	684	677	–	–	1,000	**115,722**
Investment Income	11,144	–	–	–	–	–	57	123	1,701	**13,025**
Contribution from Developers	–	–	21,877	7,195	–	–	–	–	64,979	**94,051**
Other	48,504	–	–	–	230	–	52	–	(4,475)	**44,311**
From Reserves	–	–	182,590	–	–	–	–	–	(182,590)	**–**
Utility Contribution	–	–	–	6,045	–	–	–	–	(6,045)	**–**
Total Revenues	**461,032**	**303,871**	**248,682**	**15,839**	**22,094**	**677**	**10,654**	**19,859**	**(190,288)**	**892,420**
Expenses										
General Government	61,537	–	41,918	–	–	–	–	–	(61,680)	**41,775**
Protection of Persons and Property	156,100	–	5,001	–	–	–	–	–	(3,261)	**157,840**
Transportation	114,426	6,142	107,951	–	–	–	–	–	(76,885)	**151,634**
Environmental Health	12,209	136,266	20,368	19,107	–	–	–	–	(79,645)	**108,305**
Social and Family Services	5,685	–	–	–	–	–	–	–	–	**5,685**
Planning and Development	30,697	–	28,156	–	–	–	–	–	(20,224)	**38,629**
Recreation and Culture	50,581	–	27,783	–	21,695	4,876	10,896	19,734	(54,431)	**81,134**
Saskatoon Light & Power	–	154,551	4,885	15,480	–	–	–	–	(66,486)	**108,430**
Debt Servicing Costs	5,018	8,565	–	–	–	–	–	–	(1,449)	**12,134**
Total Expenses	**436,253**	**305,524**	**236,062**	**34,587**	**21,695**	**4,876**	**10,896**	**19,734**	**(364,061)**	**705,566**
Surplus (Deficit) of Revenues over Expenses	**$ 24,779**	**$ (1,653)**	**$ 12,620**	**$ (18,748)**	**$ 399**	**$ (4,199)**	**$ (242)**	**$ 125**	**$ 173,773**	**$ 186,854**

Note 21 | Financial Activities by Segment continued

Surplus (Deficit) of Revenues over Expenditures

2015	General Operating	Utility Operating	General Capital	Utility Capital	Library	Remai Modern	TCU Place	SaskTel Centre	Consolidation Adjustments	$
Revenues										
Taxation	$ 193,806	$ –	$ 3,932	$ –	$ 19,426	$ –	$ –	$ –	$ (3,932)	**$ 213,232**
Grants-in-Lieu	34,703	–	–	–	–	–	–	–	(29,717)	**4,986**
User Charges	83,360	289,680	–	–	220	305	11,214	19,468	(25,165)	**379,082**
Government Transfers	65,318	–	23,417	1,912	696	606	–	–	–	**91,949**
Investment Income	10,810	–	–	–	–	–	48	121	2,729	**13,708**
Contribution from Developers	–	–	58,149	5,532	–	–	–	–	132,462	**196,143**
Other	50,110	–	–	–	280	–	–	–	(3,665)	**46,725**
From Reserves	–	–	131,296	39,331	–	–	–	–	(170,627)	**–**
Utility Contribution	–	–	–	5,809	–	–	–	–	(5,809)	**–**
Total Revenues	**438,107**	**289,680**	**216,794**	**52,584**	**20,622**	**911**	**11,262**	**19,589**	**(103,724)**	**945,825**
Expenses										
General Government	83,299	–	4,700	–	–	–	–	–	(52,615)	**35,384**
Protection of Persons and Property	161,258	–	5,344	–	–	–	–	–	(4,250)	**162,352**
Transportation	83,023	5,754	146,278	–	–	–	–	–	(82,199)	**152,856**
Environmental Health	28,792	121,020	34,541	30,132	–	–	–	–	(114,702)	**99,783**
Social and Family Services	4,662	–	–	–	–	–	–	–	1,875	**6,537**
Planning and Development	29,508	–	44,243	–	–	–	–	–	(24,307)	**49,444**
Recreation and Culture	46,620	–	47,874	–	20,702	12,691	11,794	19,276	(56,957)	**102,000**
Saskatoon Light & Power	–	153,642	3,888	15,630	–	–	–	–	(56,814)	**116,346**
Debt Servicing Costs	15,134	(3,039)	–	–	–	–	–	–	(1,535)	**10,560**
Total Expenses	**452,296**	**277,377**	**286,868**	**45,762**	**20,702**	**12,691**	**11,794**	**19,276**	**(391,504)**	**735,262**
Surplus (Deficit) of Revenues over Expenses	**$ (14,189)**	**$ 12,303**	**$ (70,074)**	**$ 6,822**	**$ (80)**	**$ (11,780)**	**$ (532)**	**$ 313**	**$ 287,780**	**$ 210,563**

Note 22 | Tangible Capital Assets

Consolidated Schedule of Tangible Capital Assets

For the Year Ended December 31, 2016 (in thousands of dollars)

	Cost					Accumulated Amortization				Net Book Value	
										Tangible Capital Assets End of Year	
	Opening Balance *Restated (Note 20)*	Additions	Disposals	Write-Downs	Balance End of Year	Accumulated Amortization Beginning of Year *Restated (Note 20)*	Accumulated Amortization on Disposals	Amortization	Accumulated Amortization End of Year	2016	2015 – *Restated (Note 20)*
Land	$ 276,808	$ 12,056	$ (30)	$ –	$ 288,834	$ –	$ –	$ –	$ –	**$ 288,834**	$ 276,808
Land Improvements	294,222	9,810	–	–	304,032	132,695	–	9,958	142,653	**161,379**	161,527
Buildings	413,984	181,717	–	–	595,701	118,193	–	11,834	130,027	**465,674**	295,791
Roadways	1,606,972	67,236	(888)	–	1,673,320	630,150	888	50,160	679,422	**993,898**	976,822
Plant and Facilities	348,271	41,479	–	–	389,750	97,316	–	10,727	108,043	**281,707**	250,955
Underground Networks	1,128,712	29,035	–	–	1,157,747	309,517	–	15,332	324,849	**832,898**	819,195
Electrical Utility	365,182	15,928	(1,050)	–	380,060	156,000	574	10,352	165,778	**214,282**	209,182
Machinery and Equipment	33,396	1,995	(451)	–	34,940	15,241	154	2,181	17,268	**17,672**	18,155
Traffic Control	20,784	5,890	–	–	26,674	11,466	–	855	12,321	**14,353**	9,318
Vehicles	135,056	18,235	(9,025)	–	144,266	73,229	8,228	8,601	73,602	**70,664**	61,827
Other Property, Plant and Equipment	97,290	1,524	–	–	98,814	72,320	–	3,231	75,551	**23,263**	24,970
Assets under Construction	617,147	–	(6,266)	–	610,881	–	–	–	–	**610,881**	617,147
Total	$ 5,337,824	$ 384,905	$ (17,710)	$ –	$ 5,705,019	$ 1,616,127	$ 9,844	$ 123,231	$ 1,729,514	**$ 3,975,505**	$ 3,721,697

SCHEDULES

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2016

Schedule 1

Schedule of Funds to Offset Taxation or User Charges in Future Years

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

		2016		2015
Balance, Beginning of Year	**$**	**13,574**	$	(24,496)
Transfer to Revenue Stabilization Reserve		**(2,058)**		(553)
Increase in Employee Benefit Payables		**(3,601)**		(2,053)
Decrease (Increase) in Landfill Closure/Post-closure Care Liability		**2,462**		(337)
Increase in Accrued Debt Principal		**55,721**		50,000
Decrease (Increase) in Accrued Pension Liability		**16,372**		(11,045)
Surplus for the Year (Schedule 4)		**653**		2,058
Balance, End of Year	**$**	**83,123**	$	13,574

Schedule 2

Schedule of Capital Operations

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Source of funds			
Province of Saskatchewan	**$ 9,753**	**$ 1,830**	$ 8,040
Municipal Economic Enhancement Program	**1,482**	**–**	–
Provincial Building Communities Program	**–**	**921**	–
Urban Highway Connector Program	**–**	**226**	678
Government of Canada	**–**	**46**	57
Transport Canada	**–**	**38,582**	–
Federal Transit Funding Program	**–**	**11**	2,380
Federal Gateway and Border Crossings	**–**	**–**	2,056
Building Canada Fund (FED)	**–**	**2,599**	3,965
Federal Infrastructure Stimulus	**–**	**–**	–
Building Canada Fund (PROV)	**–**	**2,599**	4,134
FCM Green Fund Grant	**–**	**–**	–
Green Municipal Fund Federation of Canadian Municipalities	**–**	**–**	–
Canada Mortgage and Housing Corporation Municipal Infrastructure Lending Program	**–**	**–**	–
Taxation	**4,045**	**4,145**	3,932
Utility Contribution	**6,213**	**6,045**	5,809
Borrowing	**33,470**	**–**	–
Contributions from Developers Benefiting Property Owners and Other Users	**29,066**	**29,468**	60,534
Appropriations			
Reserves	**178,361**	**178,361**	170,628
Library Capital Reserve	**2,566**	**–**	–
	264,956	**264,833**	262,213
Expenditures			
General Government	**1,552**	**42,303**	6,864
Protection of Persons and Property	**3,632**	**4,937**	5,015
Transportation	**125,278**	**110,063**	133,498
Environmental Health	**29,682**	**40,101**	60,736
Planning and Development	**50,968**	**28,667**	60,011
Recreation and Culture	**28,889**	**27,928**	44,566
Saskatoon Light & Power Expansion and Replacements	**22,388**	**20,715**	19,623
Library	**2,567**	**–**	–
	264,956	**274,714**	330,313
Decrease in Unexpended Capital Financing	**–**	**(9,881)**	(68,100)
Unexpended Capital Financing, Beginning of Year	**–**	**61,985**	130,085
Unexpended Capital Financing, End of Year	**$ –**	**$ 52,104**	$ 61,985

Schedule 3

Schedule of Reserves

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016	2015
Replacement		
Albert Community Centre	**$ 1**	$ 29
Automated Garbage Containers	**7**	19
Access Transit	**(106)**	66
Boards:		
TCU Place	**4,097**	3,689
Saskatoon Public Library	**5,284**	4,548
SaskTel Centre	**570**	431
Buildings and Grounds Equipment	**214**	187
Bus Replacement	**605**	822
Civic Radio Reserve	**-**	20
Civic Vehicles and Equipment	**2,016**	3,425
Computer Equipment	**250**	393
Fire Apparatus	**825**	546
Fire Equipment	**100**	101
Grounds Maintenance Equipment Acquisition	**163**	211
Infrastructure Replacement:		
Parks	**(286)**	(1,302)
Storm Water Management	**1,721**	3,538
Surface Improvements	**37**	(14)
Water and Sewer Replacement	**(4,035)**	(9,944)
Landfill	**(1,052)**	(1,787)
Leisure Service Equipment	**946**	893
Paved Roadways Infrastructure	**595**	38
Photocopy Machine	**186**	166
Police – Vehicle/Radio	**575**	541
Radio Trunking	**325**	304
Saskatoon Light & Power	**9,826**	6,984
Wastewater Collection/Treatment	**610**	1,732
Water Utility	**3,226**	2,275
Weigh Scales	**181**	181
Balance, End of Year	**$ 26,881**	$ 18,092

Schedule 3 continued

Schedule of Reserves

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016	2015
Future Expenditures		
Animal Services	**$ 68**	$ 68
Animal Trading – Zoo	**66**	64
Active Transportation Reserve	**14**	39
Affordable Housing – Operating	**210**	88
Arbor Creek Parks	**177**	184
Boards:		
TCU Place	**4,661**	3,716
Saskatoon Public Library	**23,246**	21,130
Remai Modern	**11,212**	6,385
SaskTel Centre	**6,089**	4,793
Bridge Major Repairs	**719**	(253)
Building Permits/Inspections	**7,866**	8,042
Campsite	**163**	444
Cemetery	**491**	401
Civic Buildings Comprehensive Maintenance	**2,434**	1,339
Civic Hospitality	**185**	162
Community Support Grant	**107**	139
Corporate Capital	**828**	665
Corporate Information Systems Development	**259**	691
Cosmo Stabilization	**30**	30
Cultural Capital	**80**	47
Dedicated Lands	**1,911**	2,528
Dedicated Roadways	**754**	608
Downtown Housing	**716**	645
Errors and Omissions	**660**	656
Facade Conservation and Enhancement	**117**	94
Federal Gas Tax Reserve	**2,127**	-
Fire Department Uniforms	**201**	201
Fiscal Stabilization	**8,122**	6,552
Forestry Farm	**56**	157
Fuel Stabilization	**1,325**	1,325
General Voting	**128**	226
Golf Course Capital	**557**	936
Golf Course Stabilization	**76**	200

Schedule 3 continued

Schedule of Reserves

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016	2015
Heritage Fund	**$ 147**	$ 191
Holiday Park Golf Course Development	**155**	969
Idylwyld Drive Maintenance	**26**	951
Insurance Deductible	**1,823**	2,248
Interest Stabilization	**2,029**	2,029
Lakeridge Ponding	**57**	57
Land Bank	**(32,427)**	(15,245)
Land Operations	**3,363**	3,413
Neighbourhood Park Enhancement	**438**	262
Parking Facilities	**284**	741
Parks Grounds Maintenance Stabilization	**336**	336
Pest Control	**68**	54
Police Equipment	**149**	129
Police Facilities Major Repair	**498**	548
Planning Levy	**139**	338
Prepaid Services	**2,125**	(25,318)
Property Realized	**21,717**	27,792
Public Works Building	**116**	89
Recycling Utility Stabilization	**666**	441
Reserve for Capital Expenditures	**3,182**	2,478
River Landing Capital	**299**	226
Saskatoon Minor Football Field Stabilization	**65**	65
Saskatoon Light & Power Distribution Extension	**(1,189)**	(4,934)
Saskatoon Light & Power Revenue Stabilization	**1,354**	60
Saskatoon Soccer Capital	**1,287**	1,096
Sign Shop Equipment Acquisition	**126**	217
Snow and Ice Contingency	**2,088**	977
Snow and Ice Equip Acquisition	**267**	2
Special Events	**1,553**	1,215
Sports Participation	**104**	90
Storm Water Management Utility Stabilization	**1,460**	1,197
Streetscape	**3,397**	3,405
Street Cleaning/Sweeping Acquisition	**158**	131
Sundry	**14,462**	24,871
Traffic Noise Attenuation	**2,317**	2,001

Schedule 3 continued

Schedule of Reserves

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016	2015
Traffic Safety	**$ 295**	$ 1,309
Transportation Infrastructure Expansion	**(386)**	858
Transit Capital	**527**	267
Vehicle and Equipment	**4,095**	2,251
Warranty	**1,773**	2,023
Waste Minimization	**156**	–
Wastewater Collection/Treatment Capital	**1,819**	6,536
Water and Wastewater Utility Stabilization	**9,153**	9,803
Water Capital Projects	**5,695**	4,388
Balance, End of Year	**131,421**	122,859
Total Reserves, End of Year	**$ 158,302**	$ 140,951

Schedule 4

Schedule of Revenues and Expenditures

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Revenues			
Taxation	**$ 207,018**	**$ 206,562**	$ 193,806
Grants-in-Lieu of Taxes	**35,739**	**36,524**	34,708
General Revenues	**94,862**	**95,163**	91,322
User Fees	**53,369**	**50,005**	49,363
Transfers from Other Government (Grants)	**67,378**	**66,546**	65,318
Land Administration Fee	**6,383**	**2,086**	3,590
Total Revenues for the Year (Appendix 1)	**464,749**	**456,886**	438,107
Expenditures			
Community Support	**15,947**	**15,989**	15,775
Civic Facilities	**10,739**	**11,763**	7,755
Environmental Health	**19,211**	**19,127**	18,622
Legislative & Corporate Administration	**72,733**	**71,947**	92,563
Land Development	**6,383**	**2,086**	3,590
Fire & Protective Services	**47,305**	**47,118**	45,955
Recreation & Cultural Services	**56,617**	**56,801**	54,944
Police	**94,156**	**93,280**	89,949
Transportation	**125,664**	**123,267**	92,778
Urban Planning & Development	**14,298**	**13,078**	12,780
Taxation	**1,696**	**1,777**	1,338
Total Expenditures for the Year (Appendix 2)	**464,749**	**456,233**	436,049
Surplus	**$ –**	**$ 653**	$ 2,058

APPENDICES

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2016

Appendix 1

Schedule of Revenues

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Taxation			
Property Levy	**$ 206,625**	**$ 206,133**	$ 193,406
Municipal Services Agreement	**231**	**254**	237
Trailer Occupancy	**90**	**100**	94
Amusement	**72**	**75**	69
	207,018	**206,562**	193,806
Grants-in-Lieu of Taxes			
Senior Governments and Agencies	**5,180**	**5,278**	4,999
Own Utilities – Saskatoon Light & Power	**21,060**	**21,101**	20,483
Own Utilities – Water	**5,277**	**5,291**	4,838
Own Utilities – Wastewater	**3,852**	**3,862**	3,641
Land Bank Program	**370**	**992**	747
	35,739	**36,524**	34,708
General Revenues			
R.M. of Corman Park	**130**	**130**	126
Provincial Government	**–**	**-**	982
Licence and Permits	**9,144**	**7,869**	10,170
Fines and Penalties	**10,002**	**8,855**	8,150
Automated Enforcement Fines	**2,500**	**4,259**	3,835
Property Rentals	**2,605**	**3,324**	3,020
Franchise Fees	**21,895**	**21,701**	21,616
Interest Earnings	**11,209**	**11,144**	10,810
Tax Penalties	**1,600**	**2,088**	1,846
Other Revenue	**262**	**278**	348
Utility Return on Investment	**26,060**	**26,060**	24,297
Administration Recovery	**9,455**	**9,455**	6,105
Soccer Centre Tax Agreement and Other Grant	**–**	**-**	17
	94,862	**95,163**	91,322

Appendix 1 continued

Schedule of Revenues

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
User Fees			
Legal Fees	**$ 278**	**$ 256**	$ 288
Tax Searches and Enforcement	**255**	**220**	240
Police	**1,384**	**2,028**	2,051
Fire	**462**	**351**	377
Engineering	**532**	**310**	239
Parking	**6,033**	**5,979**	5,281
Solid Waste Management	**6,540**	**4,530**	5,054
Environmental Protection	**8**	**11**	67
Transportation	**245**	**230**	224
Cemetery	**1,227**	**1,163**	1,122
Planning	**431**	**231**	259
Tourist Campsite	**628**	**583**	568
Forestry Farm Park	**901**	**949**	947
Kinsmen Park Rides	**577**	**480**	289
Albert Community Centre	**157**	**193**	189
Swimming Pools	**447**	**409**	430
Golf Courses	**3,897**	**3,497**	3,789
Skating Rinks	**2,015**	**2,165**	2,061
Rentals	**6,189**	**6,039**	5,745
Programming	**6,586**	**6,144**	6,016
Outdoor Sports Fields	**573**	**573**	517
Transit	**13,823**	**13,114**	13,144
River Landing	**181**	**550**	466
	53,369	**50,005**	49,363
Transfers from Other Government (Grants)	**67,378**	**66,546**	65,318
Land Administration Fee	**6,383**	**2,086**	3,590
Total Revenues	**$ 464,749**	**$ 456,886**	$ 438,107

Appendix 2

Schedule of Expenditures

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Community Support			
Community Development	**$ 3,579**	**$ 3,325**	$ 3,536
Community Investments and Supports	**9,371**	**9,613**	9,245
Animal Control	**1,428**	**1,439**	1,405
Cemeteries	**1,569**	**1,612**	1,589
	15,947	**15,989**	15,775
Corporate Asset Management			
Civic Facilities	**10,739**	**11,763**	7,755
Environmental Health			
Environmental Program	**446**	**441**	875
Waste Collection and Disposal	**13,334**	**13,473**	12,595
Waste Minimization	**466**	**492**	493
Urban Forestry	**3,565**	**3,365**	3,363
Pest Management	**921**	**879**	822
Environmental Awareness	**479**	**477**	474
	19,211	**19,127**	18,622
Corporate Governance and Finance			
Legislative	**1,562**	**1,299**	1,368
City Manager's Office	**676**	**673**	658
City Clerk's Office	**2,371**	**2,172**	2,108
City Solicitor's Office	**2,227**	**2,199**	2,077
Financial Services	**4,837**	**4,057**	4,089
Corporate Support	**17,735**	**17,909**	15,042
Revenue Services	**2,029**	**1,856**	1,824
Assessment	**3,672**	**3,195**	3,199
General Services	**31,233**	**32,436**	54,389
City-Owned Property	**2,158**	**2,293**	2,307
Fines and Penalties	**4,233**	**3,858**	5,502
	72,733	**71,947**	92,563
Land Development	**6,383**	**2,086**	3,590

Appendix 2 continued

Schedule of Expenditures

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Fire Services			
Fire	**$ 46,887**	**$ 46,731**	$ 45,558
Emergency Measures	**418**	**387**	397
	47,305	**47,118**	45,955
Police	**94,156**	**93,280**	89,949
Recreation and Culture			
Spectator Ballfields	**153**	**151**	147
Marketing Services	**609**	**590**	591
Community Partnerships	**369**	**438**	284
Forestry Farm Park	**2,519**	**2,621**	2,570
Golf Courses	**3,897**	**3,496**	3,789
Gordon Howe Campsite	**628**	**583**	567
Indoor Rinks	**2,374**	**2,429**	2,409
Kinsmen Park	**578**	**480**	288
Outdoor Pools	**1,293**	**1,215**	1,216
Outdoor Sports Fields	**960**	**925**	872
Parks Maintenance and Design	**13,021**	**13,402**	13,656
Playground and Recreation Areas	**906**	**843**	829
Program Research and Design	**218**	**229**	230
Recreation/Competitive Facilities – Program	**10,482**	**10,523**	10,107
Recreation/Competitive Facilities – Rentals	**10,236**	**10,172**	9,982
Targeted Programming	**593**	**551**	713
Albert Community Centre	**228**	**231**	220
Race Relations	**144**	**142**	138
SaskTel Centre	**559**	**559**	559
Marr Residence	**22**	**23**	28
Remai Modern	**5,027**	**5,026**	3,661
River Landing	**180**	**551**	467
TCU Place	**1,621**	**1,621**	1,621
	56,617	**56,801**	54,944

Appendix 2 continued

Schedule of Expenditures

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Transportation			
Transit	**$ 40,827**	**$ 39,333**	$ 39,370
Access Transit	**4,692**	**4,805**	4,686
Transportation Services	**8,400**	**8,605**	6,571
Snow and Ice Management	**13,284**	**10,805**	11,024
Road Maintenance	**39,391**	**39,986**	10,678
Parking	**2,740**	**3,129**	4,791
Street Cleaning/Sweeping	**3,800**	**4,362**	3,866
Bridges, Subways, Overpasses	**5,324**	**5,259**	5,123
Street Lighting	**5,912**	**5,991**	5,773
Engineering	**764**	**599**	628
Impound Lot	**530**	**393**	268
	125,664	**123,267**	92,778
Urban Planning and Development			
Affordable Housing	**425**	**336**	336
Building Permits and Standards	**6,648**	**5,946**	7,716
Business Improvement Districts	**108**	**108**	108
Business Licenses and Bylaw Enforcement	**1,691**	**1,566**	1,435
Development Review	**1,270**	**1,269**	1,191
Future Growth	**663**	**645**	1,082
Neighborhood Planning	**549**	**513**	483
Research and Mapping	**459**	**446**	419
Urban Design	**2,485**	**2,249**	10
	14,298	**13,078**	12,780
Taxation			
Other Levies	**1,050**	**1,131**	1,078
Tax Loss Compensation	**646**	**646**	260
	1,696	**1,777**	1,338
Total Expenditures	**$ 464,749**	**$ 456,233**	$ 436,049

Appendix 3

Water Utility Statement of Revenues and Expenditures

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Revenues			
Metered	**$ 58,786**	**$ 58,426**	$ 54,676
Infrastructure Levy	**10,863**	**10,910**	9,367
Miscellaneous	**139**	**272**	285
Fire Protection Charge	**715**	**715**	697
Late Payment Penalties	**155**	**180**	174
	70,658	**70,503**	65,199
Expenditures			
General	**12,283**	**10,584**	9,932
Laboratory	**-**	**(151)**	(77)
Treatment and Pumping	**12,019**	**12,371**	10,814
Buildings and Grounds	**936**	**720**	913
Meters	**1,668**	**1,607**	1,602
Watermains	**7,929**	**7,435**	7,422
Hydrants	**1,365**	**1,176**	829
Services	**2,565**	**2,986**	2,859
Contribution to Capital Reserves	**20,802**	**20,861**	20,059
Debt Charges	**11,091**	**11,091**	9,238
	70,658	**68,680**	63,591
Surplus Before Transfer from Reserve	**–**	**1,823**	1,608
Transfer to Stabilization Reserve	**–**	**(1,823)**	(1,608)
Surplus	**$ –**	**$ –**	$ –

Appendix 4

Wastewater Utility Statement of Revenues and Expenditures

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Revenues			
Metered	**$ 42,911**	**$ 41,948**	$ 40,563
Infrastructure Levy	**18,922**	**18,965**	12,935
Late Payment Penalties	**102**	**120**	116
Miscellaneous	**906**	**1,485**	1,607
Flood Protection Levy	**–**	**–**	3,841
	62,841	**62,518**	59,062
Expenditures			
General	**9,093**	**7,660**	7,166
Laboratory	**–**	**(66)**	(4)
Lift Stations	**1,743**	**1,521**	1,751
Pollution Control Plant	**7,595**	**7,329**	7,423
Sludge Handling and Disposal	**1,960**	**1,789**	1,710
Sewer Engineering	**452**	**428**	417
Sewer Inspections	**645**	**419**	374
Sewer Maintenance	**4,724**	**4,632**	3,907
Service Connections	**2,557**	**1,872**	1,669
Contribution to Capital Reserves	**28,976**	**27,290**	27,531
Debt Charges	**5,096**	**5,096**	4,151
	62,841	**57,970**	56,095
Surplus Before Transfer from Reserve	**–**	**4,548**	2,967
Transfer to Stabilization Reserve	**–**	**(4,548)**	(2,967)
Surplus	**$ –**	**$ –**	$ –

Appendix 5

Storm Water Management Utility Statement of Revenues and Expenditures

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Revenues			
Metered	**$ 6,000**	**$ 6,108**	$ 5,729
Late Payment Penalties	**11**	**12**	12
	6,011	**6,120**	5,741
Expenditures			
General	**166**	**170**	151
Storm Sewer Engineering	**417**	**376**	418
Storm Sewer Maintenance	**1,859**	**1,806**	1,448
Drainage	**878**	**814**	671
Contribution to Capital Reserves	**2,691**	**2,691**	2,957
	6,011	**5,857**	5,645
Surplus Before Transfer from Reserve	**–**	**263**	96
Transfer to Stabilization Reserve	**–**	**(263)**	(96)
Surplus	**$ –**	**$ –**	$ –

Appendix 6

Saskatoon Light & Power Utility Statement of Revenues and Expenditures

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Revenues			
Metered	**$ 140,208**	**$ 140,643**	$ 136,524
Municipal Surcharge	**14,020**	**14,064**	13,652
Service Connection Fee	**435**	**425**	446
Miscellaneous	**593**	**489**	807
Landfill Gas Generation	**1,332**	**1,275**	1,121
Tax Collection Commission	**2**	**2**	2
Late Payment Penalties	**275**	**301**	291
	156,865	**157,199**	152,843
Expenditures			
General	**26,440**	**26,446**	25,461
Power Purchased	**83,336**	**82,577**	80,509
Landfill Gas Generation	**1,334**	**1,274**	1,120
Buildings and Grounds	**807**	**592**	569
Poles, Lines and Feeders	**5,056**	**5,202**	5,434
Substations	**1,023**	**810**	1,018
Street Lighting	**1,324**	**1,327**	1,482
Meters	**1,367**	**1,529**	1,564
System Operations	**181**	**146**	161
Provision for Capital Extension	**5,935**	**5,935**	6,279
Provision for Capital Replacement	**7,005**	**7,005**	7,055
	133,808	**132,843**	130,652
Surplus Before Transfer from Reserve	**23,057**	**24,356**	22,191
Transfer to Stabilization Reserve	**–**	**(1,293)**	(872)
Surplus	**$ 23,057**	**$ 23,063**	$ 21,319

Appendix 7

Recycling Utility Statement of Revenues and Expenditures

For the Year Ended December 31, 2016 (in thousands of dollars)
(unaudited)

	2016 Budget	2016	2015
Revenues			
Recycling	**$ 4,243**	**$ 4,268**	$ 4,063
Multi-unit Recycling	**1,954**	**2,419**	1,949
Leaves and Grass	**358**	**346**	344
Compost	**380**	**498**	475
	6,935	**7,531**	6,831
Expenditures			
Recycling	**6,197**	**6,686**	4,062
Multi-unit Recycling	**–**	**–**	1,949
Leaves and Grass	**358**	**347**	344
Compost	**380**	**498**	476
	6,935	**7,531**	6,831
Surplus Before Transfer from Reserve	**–**	**–**	–
Transfer to Stabilization Reserve	**–**	**–**	–
Surplus	**$ –**	**$ –**	$ –

STATISTICAL (UNAUDITED)

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2016

Consolidated Revenues and Expenditures

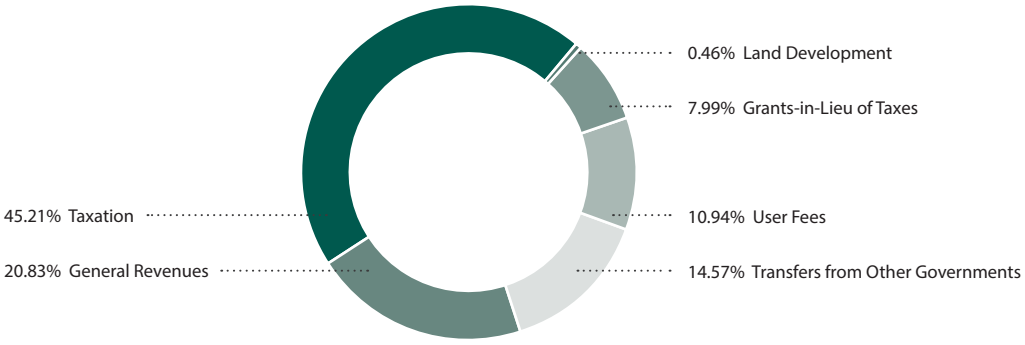
For the Years Ended December 31, 2016 to 2012 (in thousands of dollars)
(unaudited)

	2016	2015	2014	2013	2012
Consolidated Revenues					
Taxation	**$ 227,493**	213,232	$ 196,367	$ 178,380	$ 166,000
Grants-in-Lieu of Taxes	**5,275**	4,986	4,328	4,429	4,043
User Charges	**392,543**	379,082	360,813	338,675	316,826
FCM Green Fund Grant	**–**	–	28	91	(54)
Government Transfers	**115,722**	91,949	81,225	99,914	135,798
Investment Income	**13,025**	13,708	13,475	12,173	11,305
Contribution from Developers	**94,051**	196,143	168,324	192,990	225,846
Other	**44,311**	46,725	44,701	40,218	35,386
Total Revenues	**$ 892,420**	945,825	$ 869,261	$ 866,870	$ 895,150
Consolidated Expenses					
General Government	**$ 41,775**	35,384	$ 26,689	$ 30,557	$ 25,177
Transportation	**157,840**	152,856	149,303	145,911	126,176
Protection of Persons and Property	**151,634**	162,352	141,953	135,822	125,748
Recreation and Culture	**81,134**	102,000	103,213	109,207	88,452
Social and Family Services	**5,685**	6,537	4,398	6,032	8,784
Planning and Development	**38,629**	49,444	36,927	24,961	27,976
Saskatoon Light & Power	**108,430**	116,346	106,568	96,376	89,733
Environmental Health	**108,305**	99,783	91,518	92,230	81,036
Debt Servicing Costs	**12,134**	10,560	7,125	6,043	5,999
Total Expenses	**$ 705,566**	735,262	667,694	647,139	579,081
Surplus of Revenues over Expenses	**$ 186,854**	$ 210,563	$ 201,567	$ 219,731	$ 316,069

Summary of Revenues

For the Years Ended December 31, 2016 to 2012 (in thousands of dollars)
(unaudited)

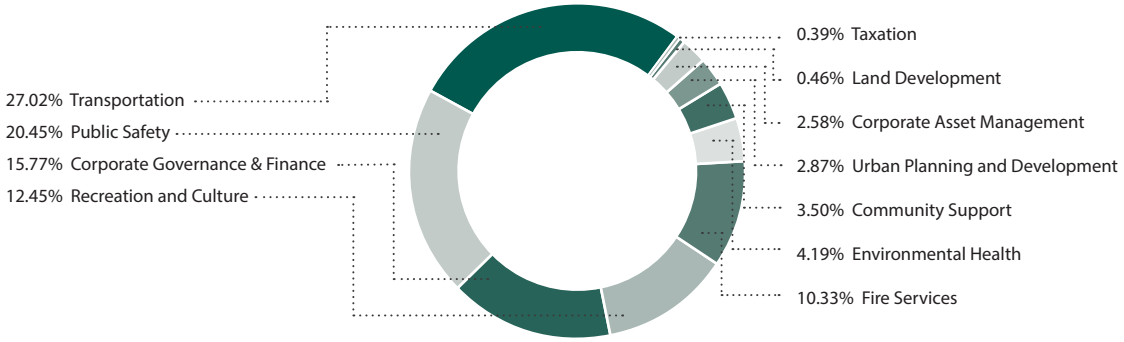
	2016	2015	2014	2013	2012
Taxation	$ **206,562**	$ 193,806	$ 178,318	$ 161,177	$ 149,440
Grants-in-Lieu of Taxes	**36,524**	34,708	33,135	30,921	29,106
General Revenues	**95,163**	91,322	83,977	78,957	74,303
User Fees	**50,005**	49,363	48,847	56,887	43,479
Transfers from Other Governments	**66,546**	65,318	62,878	63,613	57,358
Land Development	**2,086**	3,590	7,024	–	–
	$ **456,886**	$ 438,107	$ 414,179	$ 391,555	$ 353,686



Summary of Expenditures

For the Years Ended December 31, 2016 to 2012 (in thousands of dollars)
(unaudited)

	2016	2015	2014	2013	2012
Community Support	$ **15,989**	15,775	$ 14,777	$ 14,235	$ 13,616
Corporate Asset Management	**11,763**	7,755	7,145	8,064	6,509
Environmental Health	**19,127**	18,622	18,456	17,738	16,282
Corporate Governance and Finance	**71,947**	92,563	80,572	63,229	58,848
Land Development	**2,086**	3,590	7,024	7,119	9,443
Public Safety	**93,280**	89,949	85,038	79,429	75,604
Fire Services	**47,118**	45,955	43,944	43,706	40,252
Recreation and Culture	**56,801**	54,944	51,508	49,143	46,233
Transportation	**123,267**	92,778	93,154	98,879	69,028
Urban Planning and Development	**13,078**	12,780	10,843	12,370	11,612
Taxation	**1,777**	1,338	1,165	1,085	1,184
	$ **456,233**	436,049	$ 413,626	$ 394,997	$ 348,611



Summary of Capital Operations

For the Years Ended December 31, 2016 to 2012 (in thousands of dollars)
(unaudited)

	2016	2015	2014	2013	2012
Sources of Funds					
Province of Saskatchewan	**$ 1,830**	8,040	$ 165	$ 9,509	$ 36,075
Saskatchewan Water Corporation	**–**	–	–	–	3
Federal Gas Tax Program	**–**	–	–	–	4,189
Provincial Building Communities Program	**921**	–	2,274	279	54
Urban Highway Connector Program	**226**	678	473	45	4,958
Government of Canada	**46**	57	16	–	9
Transport Canada	**38,582**	–	–	–	–
Federal Transit Funding Program	**11**	2,380	3,510	618	633
Federal Gateway and Border Crossings	**–**	2,056	2,961	8,224	18,238
Building Canada Fund (FED)	**2,599**	3,965	6,673	11,349	9,987
Building Canada Fund (PROV)	**2,599**	4,136	529	4,858	3,055
Federal Infrastructure Stimulus Fund	**–**	–	–	–	12
Federation of Canadian Municipalities	**–**	–	–	–	90
FCM Green Fund Grant	**–**	–	28	91	(54)
Western Economic Diversification	**–**	–	130	–	–
Taxation	**4,145**	3,932	4,543	4,211	3,454
Utility Contribution	**6,045**	5,809	8,061	8,189	8,098
Contributions from Developers Benefiting Property Owners and Other Users	**29,468**	60,532	41,432	14,502	22,452
Appropriations					
Reserves	**178,361**	170,628	251,083	286,279	218,352
	$ 264,833	$ 262,213	$ 321,878	$ 348,154	$ 329,605
Application of Funds					
General Government	**$ 42,303**	$ 6,864	$ 7,895	$ 17,996	$ 4,595
Protection of Persons and Property	**4,937**	5,015	4,949	43,743	57,761
Transportation	**110,063**	133,498	112,061	132,371	165,608
Environmental Health	**40,101**	60,736	85,068	88,640	93,572
Social and Family Services	**–**	–	(540)	(1,952)	187
Planning and Development	**28,667**	60,011	34,932	54,736	25,503
Recreation and Culture	**27,928**	44,566	44,174	24,890	12,029
Saskatoon Light & Power Expansion and Replacements	**20,715**	19,623	18,007	19,292	20,910
	274,714	330,313	306,546	379,716	380,165
Increase (Decrease) in Unexpended Capital Financing	**$ (9,881)**	$ (68,100)	$ 15,332	$ (31,562)	$ (50,560)
Unexpended Capital Financing, Beginning of Year	**61,985**	130,085	114,753	146,315	196,875
Unexpended Capital Financing, End of Year	**$ 52,104**	$ 61,985	$ 130,085	$ 114,753	$ 146,315

Summary of Public Utilities Operating Results

For the Years Ended December 31, 2016 to 2012 (in thousands of dollars)
(unaudited)

	2016	2015	2014	2013	2012
Net surplus after deducting operating expenses, debt charges and contributions to reserves:					
Saskatoon Light & Power	**$ 23,063**	$ 21,319	$ 23,408	$ 23,758	$ 21,517
Transit System (before contribution from General Revenue)	**–**	–	–	–	(20,329)
Net Surplus	**23,063**	21,319	23,408	23,758	1,188
Amount contributed by Utilities to Revenue as Return on Investment	**$ 23,063**	$ 21,319	$ 23,408	$ 26,286	$ 24,900

Summary of Reserves and Surplus

For the Years Ended December 31, 2016 to 2012 (in thousands of dollars)
(unaudited)

	2016	2015	2014	2013	2012
Reserves					
Property Realized	**$ 21,717**	$ 27,792	$ 28,955	$ 47,912	$ 38,740
Replacement	**26,881**	18,092	(20)	(2,243)	(2,200)
Future Expenditures	**109,051**	93,009	55,135	60,214	79,162
Surplus (Deficit)	**653**	2,058	553	(3,442)	5,075
	$ 158,302	$ 140,951	$ 84,623	$ 102,441	$ 120,777

Summary of Term Debt and Required Sinking Fund Consolidation of All Obligations

For the Years Ended December 31, 2016 to 2012
(unaudited)

	2016	2015	2014	2013	2012
Total Term Debt	**$ 318,771,454**	$ 263,051,368	$ 238,103,885	$ 234,509,219	$ 197,125,312
	318,771,454	263,051,368	238,103,885	234,509,219	197,125,312
Population Estimate at Dec. 31 [1]	**266,064**	262,900	257,300	248,700	239,000
Gross Debt Per Capita	**$ 1,198**	$ 1,001	$ 925	$ 943	$ 825
Net Debt Per Capita	**$ 1,188**	$ 994	$ 922	$ 943	$ 825
Mill Rate Supported Debt	**$ 488**	$ 529	$ 514	$ 562	$ 440
Legal Debt Limit	**$ 558,000,000**	$ 558,000,000	$ 558,000,000	$ 414,000,000	$ 414,000,000
Debt servicing costs as a percentage of total expenditures	**1.719%**	1.455 %	1.067 %	0.934 %	1.036 %

[1] Population data is provided by the City Planning Branch, derived from Statistics Canada census data.

Summary of Term Debt and Required Sinking Fund by Responsibility Centre [1]

For the Year Ended December 31, 2016
(unaudited)

	2016	2015
Waterworks Utility	**$ 37,170,298**	$ 43,853,933
Wastewater Utility	**$ 13,886,890**	$ 15,798,560
Gas Tax	**$ 23,065,231**	$ 29,284,796
P3	**$ 114,721,990**	$ 35,000,000
Total Debt Not Supported by Civic Mill Rate	**$ 188,844,409**	$ 123,937,289
Total Civic Mill Rate Debt	**$ 129,927,045**	$ 139,114,079
Total Term Debt	**$ 318,771,454**	$ 263,051,368
Sinking Funds Accumulated to Retire Debt	**$ (2,685,616)**	$ (1,780,650)
Net Debt	**$ 316,085,838**	$ 261,270,718
Population Estimate at Dec. 31 [2]	**266,064**	262,900
Gross Debt Per Capita	**$ 1,198**	$ 1,001
Net Debt Per Capita	**$ 1,188**	$ 994
Mill Rate Supported Debt	**$ 488**	$ 529

[1] All figures are based on book values and have not been adjusted for foreign currency exchange.

[2] Population data is provided by the City Planning Branch, derived from Statistics Canada census data.

Term Debt Maturing with Percentages

As at December 31, 2016
(unaudited)

Year		Long-Term Debt Maturing	Percentage Yearly	Percentage Reduction Accumulated
2017	$	24,696,773	7.750%	7.750%
2018		25,433,406	7.980%	15.730%
2019		22,256,099	6.980%	22.710%
2020		18,886,247	5.920%	28.630%
2021		13,107,949	4.110%	32.740%
2022		13,499,952	4.230%	36.980%
2023		8,998,233	2.820%	39.800%
2024		7,512,805	2.360%	42.160%
2025		3,819,000	1.200%	43.360%
2026		3,078,000	0.970%	44.320%
2027		3,171,000	0.990%	45.320%
2028		3,267,000	1.020%	46.340%
2029		3,368,000	1.060%	47.400%
2030		3,469,000	1.090%	48.490%
2031		3,575,000	1.120%	49.610%
2032		911,000	0.290%	49.890%
2043		159,721,990	50.110%	100.000%
Total Debt		318,771,454	100.000%	
Sinking Funds Accumulated to Retire Debt		(2,685,616)		
Net Term Debt	$	316,085,838		

Summary of Property Assessment and Tax Levy

For the Years Ended December 31, 2016 to 2012
(unaudited)

	2016	2015	2014	2013*	2012
Gross Assessments	**$ 33,857,081,395**	$ 33,140,448,115	$ 32,187,650,200	$ 30,448,361,645	$ 15,389,037,180
Exemptions	**7,600,970,280**	7,549,330,626	7,394,587,326	7,137,299,775	3,222,423,140
Assessed Value for Taxation	**$ 26,256,111,115**	$ 25,591,117,489	$ 24,793,062,874	$ 23,311,061,870	$ 12,166,614,040
	Mills	Mills	Mills	Mills	Mills
Tax Rate:					
General	**7.92**	7.63	7.26	6.79	12.05
Library	**0.80**	0.77	0.74	0.72	1.33
Education:					
Public Board/Separate Board	**5.03**	5.03	5.03	5.03	9.51
Total	**13.75**	13.43	13.03	12.54	22.89
	$ 389,321,440	$ 371,481,264	$ 348,734,339	$ 325,598,386	$ 302,893,128
Property Roll Collections:					
Current	**$ 380,850,825**	$ 362,771,314	$ 340,692,675	$ 318,630,299	$ 297,078,078
Arrears	**8,470,615**	8,709,950	8,041,664	6,968,087	5,815,050
Total Collected	**$ 389,321,440**	$ 371,481,264	$ 348,734,339	$ 325,598,386	$ 302,893,128
Percentage of Levy Collected:					
Current	**95.650%**	95.837%	96.440%	96.190%	95.400%
Current and Arrears	**95.390%**	95.666%	96.050%	95.980%	95.200%
Taxes Outstanding:					
Current	**$ 10,448,938**	$ 7,820,928	$ 7,647,150	$ 8,208,711	$ 6,506,252
Arrears	**2,387,274**	2,164,633	2,136,065	1,580,279	1,495,262
	$ 12,836,212	$ 9,985,561	$ 9,783,215	$ 9,788,990	$ 8,001,514

* Reassessment Year

Saskatoon Economic Statistics

For the Years Ended December 31, 2016 to 2012
(unaudited)

	2016	2015	2014	2013	2012
Saskatoon population (December 31)*:	**266,064**	262,900	257,300	248,700	239,000
Annual change	**1.203%**	1.900%	6.191%	4.059%	2.050%
Saskatoon inflation rate – annual change	**1.200%**	– %	1.900%	1.000%	1.470%
Saskatoon unemployment rate – annual average	**6.780%**	5.800%	3.580%	4.100%	5.600%
No. of Persons Employed in Saskatoon	**168,233**	169,625	169,100	164,175	152,675
Saskatoon Building Permits					
Total Number	**3,950**	4,327	4,996	5,020	5,196
Total Value	**$ 727,597**	$ 1,020,394	$ 878,238	$ 1,088,500	$ 1,082,100
Annual Change	**(8.712)%**	(0.130)%	(0.479)%	(3.400)%	15.500%

* December population estimates are provided by Planning and Development, derived from Statistics Canada annual July estimate data.

Sources of Information:
Statistics Canada
City of Saskatoon – Planning Branch, Community Services Department

Major Taxpayers in Saskatoon

2016 Taxable Assessment (in thousands of dollars)
(unaudited)

Midtown Plaza Inc.	**$ 206,973,800**
Boardwalk REIT Properties Holdings Ltd.	**130,812,200**
Pillar Properties Corp.	**115,374,400**
Centre At Circle & Eighth Property Inc.	**88,017,900**
Calloway REIT Saskatoon South	**87,712,200**
959630 Alberta Inc.	**75,043,540**
Mainstreet Equity Corp.	**74,692,450**
Dundeal Canada (GP) Inc.	**63,799,800**
101042414 Saskatchewan Ltd.	**58,877,800**
The Saskatoon Co-operative Association Limited	**58,612,300**
Nexus Holdings Inc.	**55,818,190**
CNH Canada Ltd.	**54,661,000**
Saskatoon West Shopping Centres Limited	**51,271,300**
Boulevard Real Estate Equities Ltd.	**50,773,350**
Pillar Development Corp.	**48,204,200**

Summary of Accumulated Surplus and Net Financial Assets (Debt)

For the Years Ended December 31, 2016 to 2012 (in thousands of dollars)
(unaudited)

	2016	2015 Restated Note 20	2014	2013	2012
Accumulated Surplus	**$ 3,875,360**	$ 3,688,506	$ 3,455,899	$ 3,254,332	$ 3,034,601
Net Financial Assets (Debt)	**$ (125,106)**	$ (57,943)	$ 68,633	$ 52,815	$ 115,061

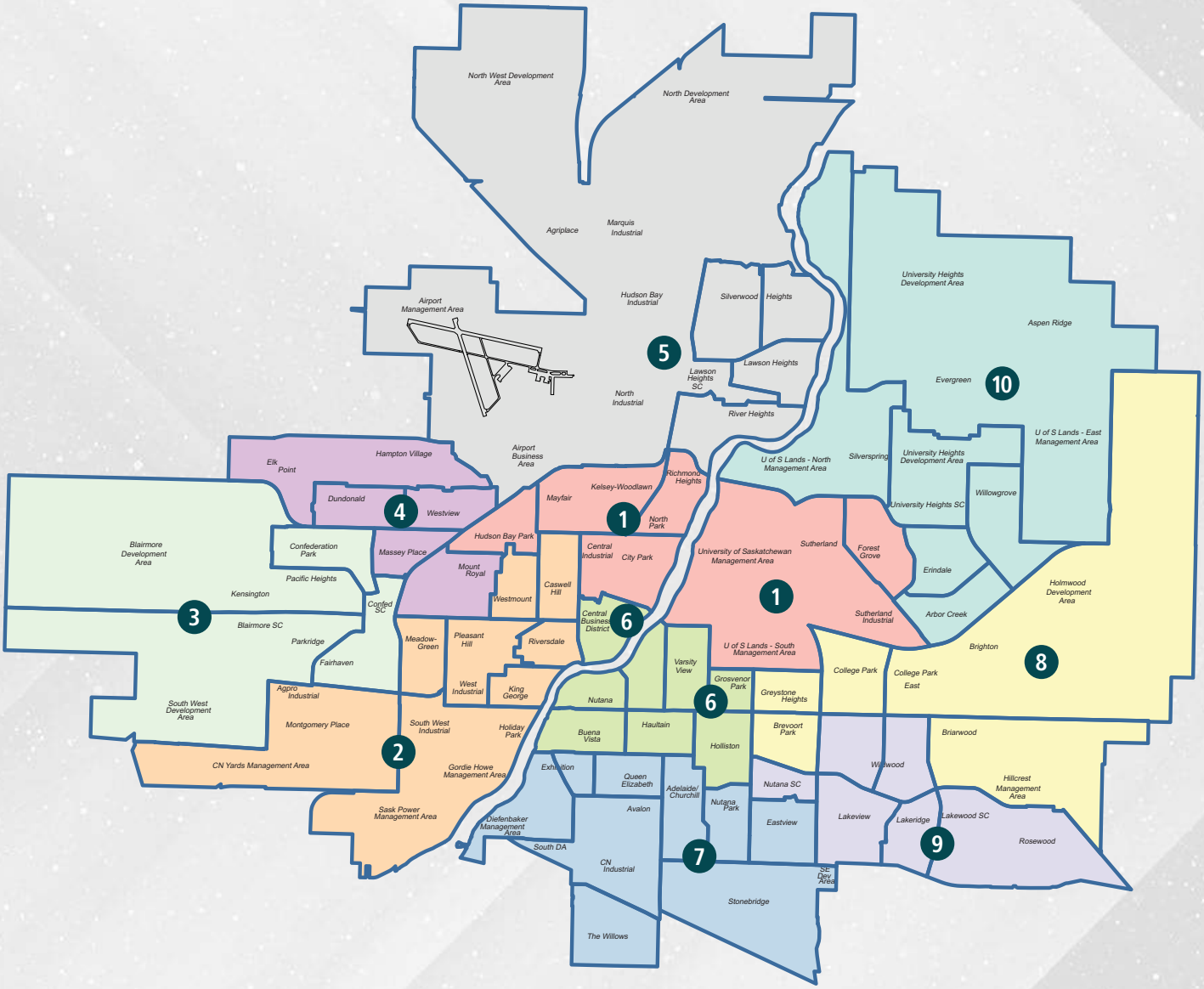
Summary of Expenditures by Object

For the Years Ended December 31, 2016 to 2012 (in thousands of dollars)
(unaudited)

	2016	2015	2014	2013	2012
Wages and Benefits	**$ 280,655**	$ 282,741	$ 266,776	$ 280,437	$ 249,565
Contracted and General Services	**161,007**	188,684	158,191	113,033	117,166
Heating, Lighting, Power, Water and Telephone	**97,683**	99,809	96,332	91,426	84,830
Materials, Goods and Supplies	**16,635**	23,353	21,101	41,389	23,702
Finance Charges	**16,465**	12,098	6,493	7,103	7,794
Donations, Grants and Subsidies	**9,888**	11,679	8,835	11,905	12,381
Amortization	**123,233**	116,898	109,966	101,845	83,643
	$ 705,566	$ 735,262	$ 667,694	$ 647,138	$ 579,081

CITY OF SASKATOON WARD MAP

2016



City of Saskatoon

OUR VISION

In 2030, Saskatoon is a world class city with a proud history of self-reliance, innovation, stewardship, and cultural diversity. Saskatoon is known globally as a sustainable city loved for its community spirit, robust economy, cultural experiences, environmental health, safety, and physical beauty. All citizens enjoy a range of opportunities for living, working, learning, and playing. Saskatoon continues to grow and prosper, working with its partners and neighbours for the benefit of all.

"Saskatoon is a great place to live, where sustainable growth enables the community to invest for the benefit of all."

OUR MISSION

Our Corporation, the City of Saskatoon, exists to provide excellent local government through leadership, teamwork, partnership and dedication to the community.

We will be innovative and creative in the efficient and effective delivery of public services for the economic, environmental, social and cultural well-being of the community.

OUR CORPORATE VALUES

Our Strategic Goals will be achieved through the talent, creativity, and commitment of staff who demonstrate our five workplace values every day:

TRUST - INTEGRITY - RESPECT - HONESTY - COURAGE

OUR LEADERSHIP COMMITMENTS

Our leadership commitments, and those who demonstrate these commitments in their roles, are key to achieving our vision and mission. They shape our approach to operating, planning and decision-making every day:

RELIABLE AND RESPONSIVE SERVICE

STRONG MANAGEMENT AND FISCAL RESPONSIBILITY

EFFECTIVE COMMUNICATION, OPENNESS AND ACCOUNTABILITY

INNOVATION AND CREATIVITY

City of Saskatoon

SASKATOON.CA

City Entrance Signs

Recommendation

That this report be received and considered along with the forthcoming report of the Standing Policy Committee on Planning, Development and Community Services, and that the following recommendations be approved:

1. That $70,000 be retained in Capital Project No. 1508 – City Entrance Signs to implement the design and installation of up to four additional signs;
2. That the balance of the capital project funds be returned to the Reserve for Capital Expenditures; and
3. That $1,000 be added to the proposed 2018 operating budget for annual maintenance.

Topic and Purpose

The purpose of this report is to approve a scaled-down version of up to four City Entrance Signs as a means to complete the City Entrance Signs program, and return the remaining funding to the source.

Report Highlights

1. Scaled-down versions of the City Entrance Signs are proposed to be located along four highways that lead into Saskatoon, completing Capital Project No. 1508.
2. The signs will be designed, constructed, and installed in-house.
3. Funding of $70,000.00 will be retained to complete the work, and $310,406.93 will be returned to the Reserve for Capital Expenditures.

Strategic Goal

This initiative supports the City of Saskatoon's Strategic Goal of Economic Diversity and Prosperity by collaborating with external partners to promote Saskatoon.

Background

At its August 14, 2017 meeting, the Standing Policy Committee on Planning, Development and Community Services requested that the Administration report back on options to construct up to four scaled-down versions of City Entrance Signs that will complete the Highway Entrance Features Concept Plan project.

Report

Scaled-Down City Entrance Signs

Four scaled-down City Entrance Signs are proposed to be located along:

a) Highway 219 South (Lorne Avenue);
b) Highway 5 East;
c) Highway 14 West; and
d) Highway 12 North.

The actual layout and size of the signs will be determined as part of the design process which will be led by the City's Marketing team. It is anticipated the signs will be approximately 2.4 metres by 3.6 metres (8 x 12 feet) in size, which is consistent with other relevant examples of highway signs. Installation will occur in the summer of 2018.

Funding Retained for City Entrance Signs

Total funding of $380,406.93 was previously approved for City Entrance Signs. The Administration has determined the approximate cost of the scaled-down versions to be $70,000.00 ($17,500.00 per sign). The cost would include the design, materials, construction, and installation. The remaining $310,406.93 would be returned to the Reserve for Capital Expenditures, available for possible reallocation to other projects. Any remaining funds would be returned to source upon completion of the project.

An additional $1,000 in annual operating budget to cover costs associated with maintenance and potential damage to the four signs will be required. The Transportation and Utilities Department will be responsible for ongoing maintenance of these signs, while Urban Design, Neighbourhood Planning Section, will continue to maintain the larger City Entrance Signs.

Options to the Recommendation

City Council has the option to:

i) support construction of any or all of the four remaining signs originally proposed; or
ii) not construct additional City Entrance Signs.

Public and/or Stakeholder Involvement

The Administration will notify key stakeholders, such as Tourism Saskatoon, about the decision to provide scaled-down signage.

Financial Implications

The Administration has determined that $310,406.93 could be returned to the Reserve for Capital Expenditures, allowing for a $70,000.00 total budget for the completion of four signs.

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

The City Entrance Signs will be installed in the summer of 2018.

Public Notice

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

Attachments

1. Existing and Proposed City Entrance Sign Locations
2. Conceptual Design of Proposed City Entrance Signs

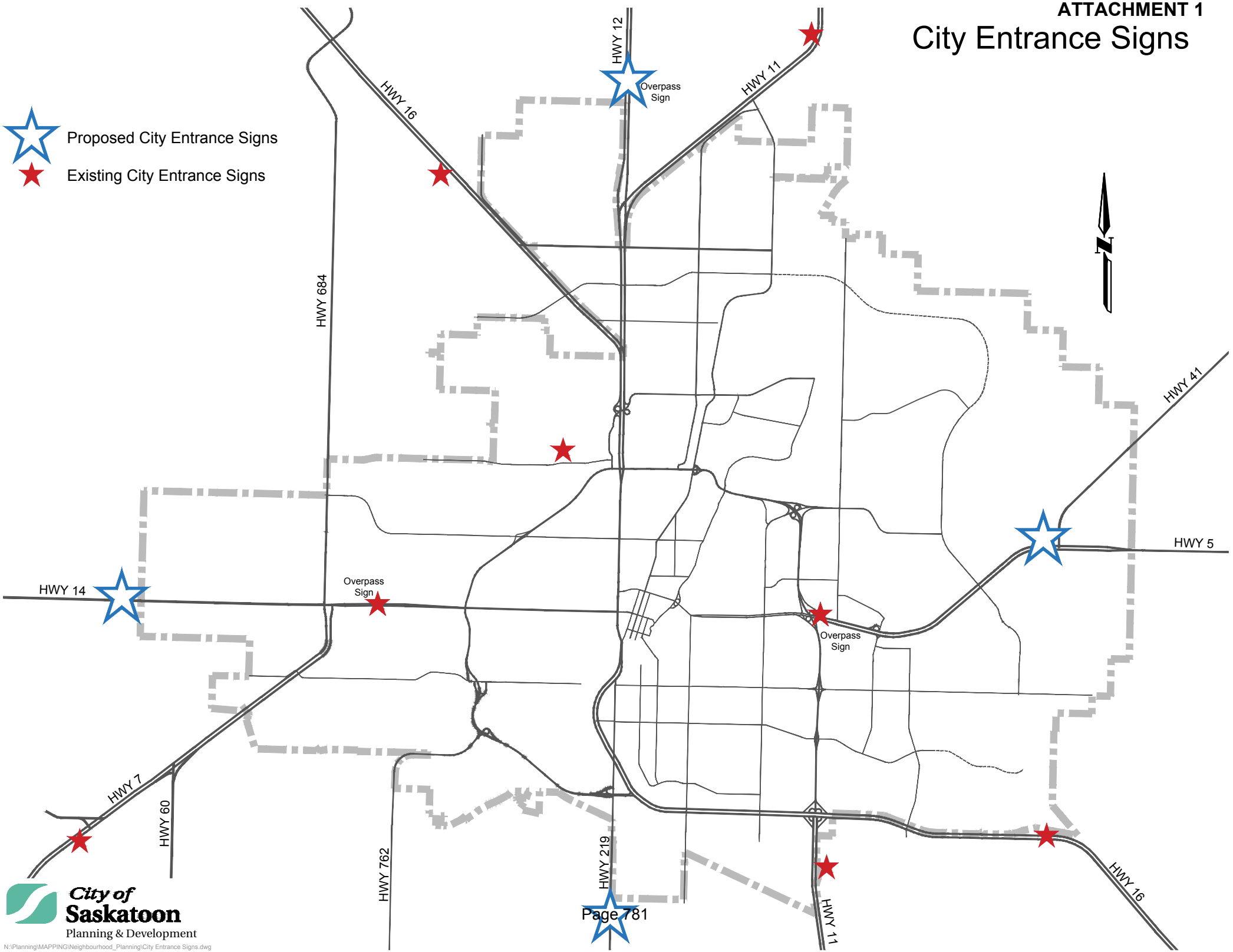
Report Approval

Written by:	Paul Whitenect, Manager, Neighbourhood Planning Section
Reviewed by:	Lesley Anderson, Director of Planning and Development
Approved by:	Randy Grauer, General Manager, Community Services Department

S/Report/2017/PD/COUNCIL – City Entrance Signs/lc/df
FINAL/APPROVED – R. Grauer – Aug 21, 2017

ATTACHMENT 1

City Entrance Signs



City of Saskatoon
Planning & Development

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Conceptual Design of Proposed City Entrance Sign

Concept 1



Concept 2



Concept 3



Images are for illustrative purposes only and do not necessarily represent the finished product.

Award of Request for Proposals - Environmental Engagement Planning & Support Services

Recommendations

1. That the proposal submitted by Lura Consulting for “as needed” environmental engagement planning and support services up to an upset limit of $75,000 be accepted; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to obtain City Council approval to award the Request for Proposal (RFP) to provide “as-needed” scalable engagement support to help design and facilitate engagement activities on upcoming environmental initiatives in the areas of waste diversion and climate change mitigation.

Report Highlights

1. Communications and education are needed to build awareness and support in the community for waste diversion. The City of Saskatoon (City) is preparing to engage the public during the fall of 2017 to gather input and prioritize the recommendations from the Waste Diversion Opportunities Report.
2. The City is aiming to begin Greenhouse Gas (GHG) mitigation engagement in the fall of 2017. The outcomes will directly influence the development of the City’s first Greenhouse Gas Mitigation Business Plan to be delivered by Administration to City Council in 2018.
3. The Project Evaluation Committee recommends that Lura Consulting, the Preferred Proponent, be awarded the contract to provide “as-needed” scalable engagement support for a period of one year with an upset limit of $75,000.

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 implementing energy-efficient practices in City buildings, transportation, and operations. It also supports the long-term strategy to reduce greenhouse gas (GHG) emissions tied to City operations.

Engagement will directly support the City's corporate performance target to divert 70% of the community's waste from the landfill by 2023, as well as the City's recent GHG targets to reduce corporate and community GHGs emissions by 80% below 2014 levels by 2050.

Background

City Council, at its meeting held on June 26, 2017, considered the Waste Diversion Communications and Engagement report and approved that a Request for Proposal be issued for an engagement consultant for a period of one year with an upset limit of $130,000 to help facilitate engagement on upcoming environmental initiatives including waste diversion and climate change mitigation.

Report

Award of RFP

On July 21, 2017, an RFP was issued to hire an engagement consulting firm to provide "as-needed" scalable engagement support to help design and facilitate engagement activities on upcoming environmental initiatives in the areas of waste diversion and climate change mitigation.

Proposals were received from the eight following companies:

- Atlheritage Services Corp (Saskatoon, SK)
- Dialogue Partners Inc. (Ottawa, ON)
- Dillon Consulting (Saskatoon, SK)
- GHD (Edmonton, AB)
- Lura Consulting (Toronto, ON)
- Malatest & Associates Ltd. (Edmonton, AB)
- MNP LLP (Saskatoon, SK)
- Prairie Wild Consulting (Saskatoon, SK)

Initial review and scoring of submissions were completed individually by the Project Evaluation Committee members. Individual scores assigned by each committee member were consolidated and averaged to determine the total score of submissions. Proposals were ranked from highest to lowest score.

Preferred Proponent

Upon completion of the evaluation, the Project Evaluation Committee determined that the proposal submitted by Lura Consulting best met the requirements of the RFP and achieved the highest score. Lura Consulting has strong engagement skills and broad experience working with municipalities across Canada on the topics of waste diversion and climate change mitigation.

Public and/or Stakeholder Involvement

Many of the topics within the waste diversion and GHG mitigation plans require community conversations and engagement. Administration hopes to present a Waste Diversion Engagement Strategy and Framework to the Standing Policy Committee on Environment, Utilities and Corporate Services in October to enable engagement activities to begin later that month. A Climate Change Mitigation Business Plan Update Report will also be presented to the Committee in September 2017. An overview of the communications and engagement approaches will be provided in more detail in those reports.

Communication Plan

Communications plans will be developed for both waste diversion and GHG mitigation plan projects. Details of which will be provided in separate reports to the Standing Policy Committee on Environment, Utilities and Corporate Services this fall. The Administration is preparing for significant communication activities in support of these initiatives.

Financial Implications

Communications about Waste Diversion and the Waste Characterization Study have already begun and the results support engagement activities. These activities have a budget of $80,000 (including planning and implementation) and are funded from Capital Project #2184 – Waste Characterization Study. Communications for climate change mitigation will be starting in the fall. This activity has a budget of $80,000 and is funded from Capital Project #2183 – Greenhouse Gas Reduction.

Sufficient funding for the engagement consultant for a period of one year is available from Capital Project #2184 – Waste Characterization Study and Capital Project #2183 – Greenhouse Gas Reduction.

Base	$75,000
GST (5%)	3,750
PST (6%)	4,500
Sub-Total	$83,250
GST Rebate	(3,750)
Net Cost to the City	$79,500

Privacy Implications

Access and permissions granted to the external contractor will be appropriately limited to ensure that no confidential, sensitive, or personal information is shared.

Other Considerations/Implications

There are no environmental, policy, or CPTED implications or considerations at this time.

Due Date for Follow-up and/or Project Completion

A Climate Change Mitigation Business Plan Update Report will be presented to Standing Policy Committee on Environment, Utilities and Corporate Services in September 2017. A Waste Diversion Engagement Strategy and Framework will be presented to the Standing Policy Committee on Environment, Utilities and Corporate Services in October 2017.

Results stemming from engagement activities will be reported at a variety of times throughout 2018; the first of these several reports is expected to be presented to Committee in February 2018.

Public Notice

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

Report Approval

Written by:	Michael Klein, Marketing Consultant II, Communications
Reviewed by:	Maeghan Carstairs, Communications and Engagement Manager, Corporate Performance Brenda Wallace, Director of Environmental & Corporate Initiatives
Approved by:	Jeff Jorgenson, Acting General Manager, Corporate Performance Department

CP – City Council MK – Admin Report - Award of Request for Proposals - Environmental Engagement Planning & Support Services

Award of Environmental Consulting Services – Corridor Growth Plan - Brownfield Renewal Strategy

Recommendation

1. That the proposal submitted by Dillon Consulting for environmental consulting services to complete the Corridor Growth Program – Brownfield Renewal Strategy, at a total estimated cost of $150,000 (including taxes and disbursements) be accepted; and,
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to obtain City Council's approval to award the Request for Proposal (RFP) for the provision of environmental consulting services to complete the Corridor Growth Program – Brownfield Renewal Strategy, a component of the Corridor Planning Program of the Growth Plan to Half a Million (Growth Plan), to Dillon Consulting.

Report Highlights

1. Many of the strategic corridor locations identified in the Growth Plan contain brownfield sites in the form of actual or potentially impacted properties, vacant sites, and underutilized parcels of land.
2. External environmental consulting services are required to complete the work and a Request for Proposals was issued to assist in the preparation of the Corridor Growth Program – Brownfield Renewal Strategy. The Administration is recommending Dillon Consulting, the Preferred Proponent, be awarded the contract for consulting services.
2. There are constraints associated with delivering this project in accordance with the Public Transit Infrastructure Fund (PTIF) deadlines. As such, a larger-than-normal contingency is necessary within the contract to allow for potential environmental issues that arise as a result of the brownfield assessments. A contingency is also proposed to cover any unforeseen works that may arise through the collaborations necessary to integrate delivery of this project with other City of Saskatoon (City) projects under the Growth Plan.

Strategic Goals

The Brownfield Renewal Strategy is a multifaceted project that connects to several strategic goals. The successful implementation of the project will support the following key goals:

- The long-term strategy of increasing revenue sources under the Strategic Goal of Asset and Financial Sustainability by increasing tax revenue as a result of

increased property assessment valuation following the redevelopment and improvement of brownfields;

- The long-term strategy of addressing soil quality issues on City-owned properties under the Strategic Goal of Environmental Leadership by promoting and incentivizing the remediation and/or active risk management of contaminated brownfields; and,
- The long-term strategy of increasing and encouraging infill development and corridors under the Strategic Goal of Sustainable Growth.

Background

Effective September 15, 2016, several Growth Plan projects received approval for federal funding support through Phase 1 of the Federal Public Transportation Infrastructure Fund (PTIF). The City and the Government of Canada will share in a total contribution of $7.65M towards these projects through the PTIF.

City Council, at its meeting held on June 26, 2017, considered the Growth Plan to Half a Million – Brownfield Renewal Strategy report and approved the direction of the Corridor Growth Program – Brownfield Renewal Strategy work and funding model. Many of the strategic corridor locations identified in the Growth Plan, contain brownfield sites in the form of actual or potentially impacted properties, vacant sites, and underutilized parcels of land. The Brownfield Renewal Strategy was included in the Growth Plan's Ten-year Action Plan, it aims to: assess and prioritize corridor brownfields; recommend an appropriate redevelopment incentive program; and, provide contamination management plans for the future development.

City Council also approved the Administration's rationale for procuring external support through competitive Requests for Proposals as outlined in the Growth Plan to Half a Million – Brownfield Renewal Strategy report. The most significant factor necessitating the use of an external consultant is the PTIF program rule for eligible expenditures, which states that the City must conduct a competitive tendering process for all projects and/or portions of projects exceeding $100,000 in eligible expenditures unless otherwise agreed to by the Government of Saskatchewan.

Report

The overall project consists of both externally and internally produced deliverables. The information and deliverables provided by the external consultant will be used by Administration to create an appropriate brownfield incentive program for the Corridor Planning Program of the Growth Plan. The scope of work for external environmental services were outlined in the report received by City Council in June.

Request for Proposals

On July 5, 2017, an RFP was advertised on the SaskTenders website to identify the most qualified proponent capable of completing this work. The following five proposals were received:

Proponent Name	Sub-Consultants Proposed	Project Team Locations
Dillon Consulting (Toronto, ON)	Municipal Advocacy Services (Ottawa, ON)	Saskatoon, SK Winnipeg, MB Edmonton, AB Calgary, AB Ottawa, ON
KGS Group (Winnipeg, MB)	Scatliff + Miller + Murray (Winnipeg, MB) Colliers International (Vancouver, BC)	Regina, SK Winnipeg, MB Vancouver, BC
SNC Lavalin (Montreal, QC)	None	Saskatoon, SK Ottawa, ON
Tetra Tech (Pasadena, CA)	ISL Engineering and Land Services (Calgary, AB)	Saskatoon, SK Regina, SK Calgary, AB Vancouver, BC Winnipeg, MB San Francisco, CA
Trace Associates (Calgary, AB)	V3 Companies of Canada (Edmonton, AB) Intrinsik Corp. (Calgary, AB) ICR (Saskatoon, SK)	Saskatoon, SK Regina, SK Edmonton, AB Calgary, AB

Following a comprehensive review, the proposal from Dillon Consulting was determined to be the highest scoring, and as such, the preferred proponent. The City will benefit from their experienced multidisciplinary team, proficient in successful GMF applications and expertise in creating brownfield inventories and strategies for municipalities in a Western Canadian context. The Administration is recommending that the City enter into an agreement with Dillon Consulting to provide the environmental consulting services necessary to complete the Corridor Growth Program – Brownfield Renewal Strategy.

Options to the Recommendation
City Council could choose to not approve the award of contract; further direction would then be required.

Public and/or Stakeholder Involvement
Public and/or stakeholder engagement regarding brownfield renewal and barriers to development will be addressed in conjunction with the Corridor Planning Program.

Communication Plan
Subject to City Council approval of the recommendations of this report, a News Release will be issued to the public communicating relevant information regarding the decision and the project.

A broader communication plan for the Growth Plan Implementation Plan is being developed and will integrate the various initiatives including the Brownfield Renewal Strategy work. Communication activities will be coordinated by the City's Communication Division with the input from relevant divisions and service providers contracted to support the Growth Plan projects.

Financial Implications

There is sufficient funding in Capital Project #2541 – Growth Plan to Half a Million. An application will be submitted to the Federation of Canadian Municipalities' Green Municipal Fund to further support this growth project.

A breakdown of the total proposed contract amount is as follows:

Base Fees	$111,280
GST (5%)	6,677
PST	1,845
Sub-Total	$119,802
Contingency	30,198
Total	$150,000
GST Rebate	(6,677)
Net Cost to the City	$143,323

An additional $30,198 of the submitted budget is being proposed as a contingency due to a number of factors including: the necessity for alignment of this project with other Growth Plan projects, the need for Dillon Consulting to collaborate with the City and other stakeholders on various aspects of BRT and Corridor Growth implementation, the required responsiveness to the Corridor Growth project needs relating to the identification and subsequent assessments of potential catalyst redevelopment sites, and the nature of uncertainty with environmental assessment and management, as well as to maximize on GMF funding. This will provide the City the opportunity to commission additional unforeseen work items that may arise from the collaborative work needed from this and other Growth Plan projects in order to deliver the best results for the City, within the time constraints of the project.

Since this project is PTIF funded, half of eligible expenses will be reimbursed by the Federal government. The Administration understands the full amount of the proposed contract to be PTIF eligible, meaning the City's share of the contract funding is not expected to be greater than $75,000.

Environmental Implications

The project will promote and facilitate responsible, efficient, and sustainable land use by revitalizing and redeveloping otherwise underutilized or impacted properties within strategic infill and corridor growth areas. Positive impacts are anticipated to include:

- Reduction and/or active risk management of contamination within city public and private lands;

- Increased transit and active transportation focused development along high traffic and populated areas; and,
- Maximizing infill areas and reducing outwards Greenfield development.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Administration will prepare future reports with project updates at key project milestones. Once initiated, the project is expected to be completed within 12 months.

Public Notice

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

Report Approval

Written by: Miguel Gaudet, Project Engineer, Environmental Protection
Reviewed by: Twyla Yobb, Watershed Protection Manager
Chris Schulz, Growth Plan Manager
Brenda Wallace, Director of Environmental and Corporate Initiatives
Approved by: Jeff Jorgenson, A/General Manager, Corporate Performance Dept.

CP – City Council MG - Award of Environmental Consulting Services – Corridor Growth Plan - Brownfield Renewal Strategy

Saskatoon Strides - 2016 Report on Service, Savings and Sustainability

Recommendation
That the report of the Acting General Manager, Corporate Performance Department dated August 21, 2017, be received as information.

Topic and Purpose
The purpose of this report is to provide information to City Council on the City of Saskatoon's (City's) accomplishments in the areas of Service, Savings, and Sustainability in 2016. The City continues to look for innovative service delivery alternatives that reduce the costs of municipal services and positively impact the value to citizens, ensuring programs and services that matter most to citizens are provided.

With a vision of being the best-managed city in Canada, the City is committed to continue to explore and implement new ways to improve service, increase savings, and grow Saskatoon in a sustainable way.

Report Highlights
1. In 2016, the City identified savings, additional funding, and revenues that totalled over $65M. Increased operational efficiencies and service level enhancements resulted in savings of over $5.8M. The City also applied for Federal and Provincial Grants and received funding approval for about $53M. Saskatoon Land delivered $6.6M in financial returns to the City.
2. With a focus on improving service to citizens, the launch of Service Saskatoon and a focus on continued enhancements in technology were a highlight in 2016.
3. The City's various environmental programs help reduce greenhouse gas (GHG) emissions by approximately 49,452 tonnes CO_2e (carbon dioxide equivalent) annually, the equivalent of removing over 10,198 cars off our roads. Civic programs also diverted approximately 32,000 tonnes of waste from the Saskatoon Landfill in 2016.
4. The City received awards and recognition from the industry and citizens on the services it provides.

Strategic Goals
Focusing on the long-term goal of being the best-managed city in Canada, this report aligns with all seven Strategic Goals and highlights areas that have gone beyond conventional approaches to meet the dynamic changing needs and expectations of our citizens.

Background
City Council adopted the following recommendations at its meeting on February 7, 2005:

"1) that City Council confirm its commitment to continually attempt to increase the corporation's productivity and efficiency; and,

2) that City Council instruct the Administration to prepare a report annually on the efficiencies implemented in the previous year."

Report

The City is committed to high standards of performance and to providing the services that matter most to citizens. The Continuous Improvement Strategy, a corporate-wide approach to ensuring effectiveness and improving efficiencies in municipal services and operations, was introduced in 2013. This long-term strategy focuses on the use of innovative and creative means to identify and implement workplace efficiencies while providing the best possible services to our citizens.

Focusing on improving effectiveness and efficiency in our operations to ensure we deliver affordable and sustainable programs improves the quality of life for our citizens and enables us to be collaborative and responsive in our growth to half a million people.

The Saskatoon Strides - 2016 Report on Service, Savings and Sustainability (Attachment 1) highlights how we have:

- Improved service to citizens through a focus on continuous improvement and service level enhancements which led to innovations and efficiencies in the delivery of civic services and programs.
- Identified savings, additional funding, and revenues totals over $65M in 2016 and through the realization of $5.8M in increased operational efficiencies and service level enhancements. The City also applied for Federal and Provincial Grants and received funding approval for about $53M. Saskatoon Land delivered $6.6M in financial returns to the City in 2016.
- Grown our city in a sustainable way by reducing civic GHG emissions by approximately 49,452 tonnes CO_2e a year, the equivalent of taking over 10,198 cars off our roads. Civic programs also diverted approximately 32,000 tonnes of waste from the Saskatoon Landfill, contributing to reduced GHG emissions reductions and extending the life of the landfill.

Initiatives that have made a positive impact and realized improvements in City services, savings, and sustainability are highlighted in the report and associated savings are incorporated into the budget to help offset the cost of growth and reduce the mill rate.

The report also documents the numerous awards and recognition that the City has achieved throughout the year. Celebrating these successes is important, as doing so fosters a positive, productive, and innovative organizational culture; engaging and empowering employees to build a better city.

Communication Plan

A copy of Saskatoon Strides – 2016 Report on Service, Savings and Sustainability will be posted on the City of Saskatoon website. Hard copies of the report will be forwarded to stakeholder organizations including the Chamber of Commerce, the North Saskatoon Business Association, and the Business Improvement Districts.

Financial Implications

Approximately $65M in operational efficiencies, service level enhancements, and additional funding and revenue have been identified in the report. These will be realized over the short and long-term, including:

- $6.65M in sales from the City's Land Bank Program that contributed primarily to capital projects and resulted in significant savings to tax payers;
- The City applied for and received funding approval for about $53M through three programs:
    - The Governments of Canada and Saskatchewan contributed up to $10.96M each through the Provincial Territorial Component – National Regional Projects for the Boychuk Drive and Highway 16 interchange.
    - Through the Clean Water and Wastewater Fund, the Government of Canada contributed $15.8M and the Government of Saskatchewan contributed $7.90M to help the City replace ageing water mains, sewer mains and lead service lines.
    - The Government of Canada contributed $18.67M through the Public Transit Infrastructure Fund to help the City replace its aging transit fleet, make shelter and accessibility improvements, complete Bus Rapid Transit design and planning, implement intelligent transportation systems, and complete feasibility studies of rail impacts on transit.
- The operational efficiencies have a direct impact on the amount of property taxes collected, and these efficiencies and savings resulted in approximately 1% of avoided property tax increase.
- The savings are a result of a combination of efficiencies. For example, some of the savings are due to better use of materials and supplies, reducing the amount of new tax dollars requested to run our operations. There were savings in staff time by replacing manual processes with technology. This allows staff to focus on providing services to citizens, not doing paper work.
- Streamlining our operations through multi-divisional civic service reviews and internal process reviews identified in over $170,000 in savings through end to end process review of a number of civic services and programs.
- Approximately $260,000 saved through Saskatoon Transit's Fleet Renewal Strategy which will not only result in savings but also upgraded the fleet with fully accessible, fuel-efficient buses containing the latest Intelligent Transportation System Technology (ITS); improving rider experience and reducing costs.
- Improved training, safety, and customer service at Roadways and Operations resulted in $300,000 in savings, reduced accidents and equipment downtime, and is improving staff wellness.
- A number of continuous improvement initiatives in the Information Technology division resulted in over $500,000 savings across several divisions in 2016.
- $677,000 in savings related to Natural Gas Procurement was realized through a joint effort with Environmental and Corporate Initiatives, Transportation and Utilities and a consulting firm by purchasing natural gas at market vs SaskEnergy's posted 2016 commodity rates.

Environmental Implications

Environmental initiatives helped reduce civic GHG emissions by approximately 50,000 tonnes CO_2e, the equivalent of taking over 10,198 cars off our roads. Civic programs also diverted approximately 32,000 tonnes of waste from the Saskatoon Landfill.

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

The 2017 Service, Savings and Sustainability Report will be tabled with City Council in August 2018.

Public Notice

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

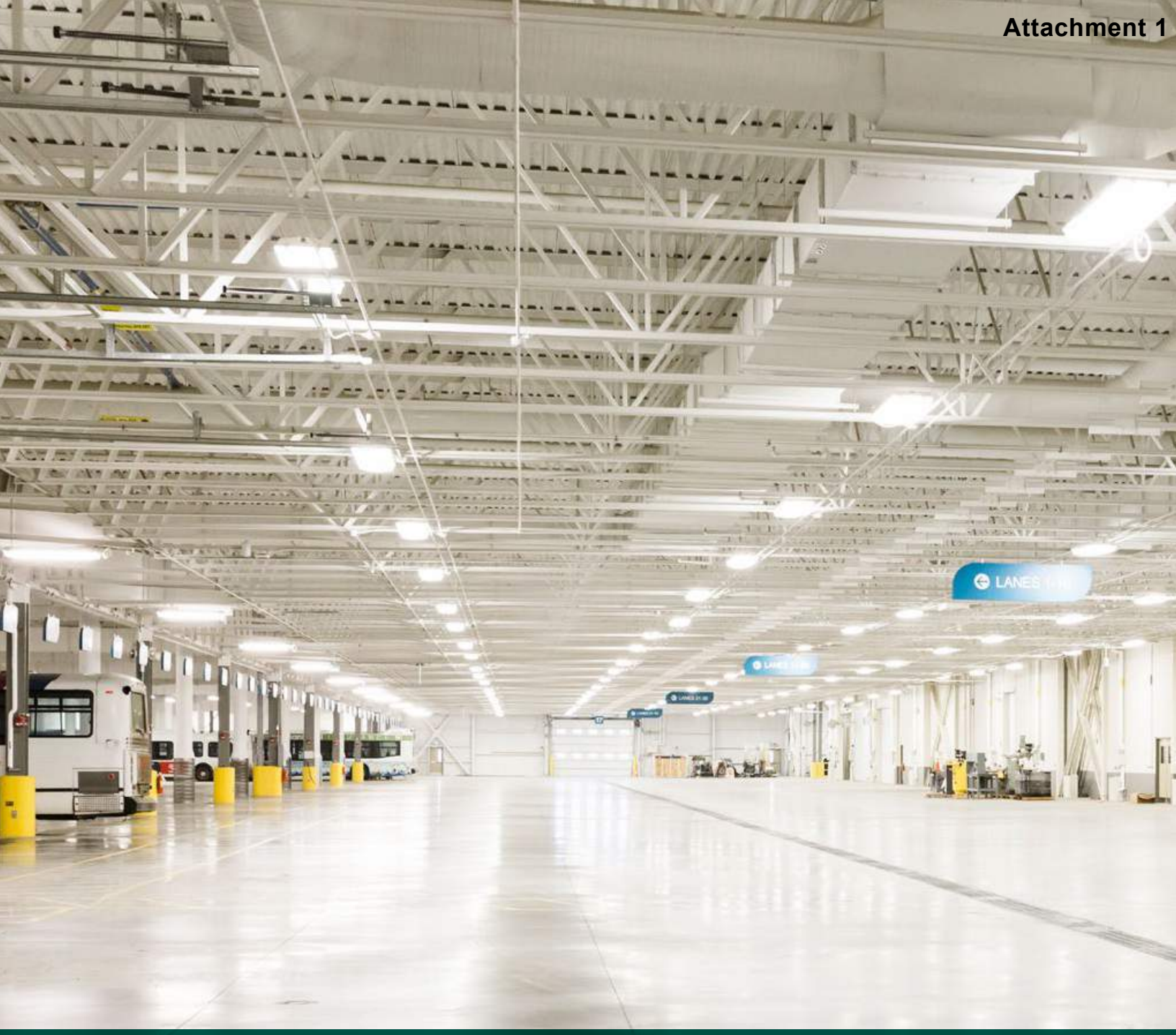
Attachment

1. Saskatoon Strides - 2016 Report on Service, Savings and Sustainability

Report Approval

Written &
Reviewed by: Kim Matheson, Director of Employee Experience and Performance
Approved by: Jeff Jorgenson, Acting General Manager, Corporate Performance Department

City Council KM – Admin Report – Saskatoon Strides - 2016 Report on Service, Savings and Sustainability



SASKATOON STRIDES

2016 | Our Report on Service, Savings and Sustainability

City of Saskatoon

MAKING STRIDES AND MEASURING PROGRESS

The seven goals highlighted in our Strategic Plan guide the priority setting and planning we do for our community. These goals came from you and they are a touchstone for everything we do – and everything we measure – as we strive to become one of the best places in Canada to live, work and visit.

We are also focused on measuring our performance as a corporation. The city is a large and complex organization that delivers a host of essential services and programs for the citizens of Saskatoon. Monitoring our productivity and efficiency – and measuring the strides that we are making on these fronts – reflects our deep commitment to service excellence, accountability and transparency.

WALKING THE TALK

Our commitment to continuous improvement can be seen in the savings and efficiencies we've achieved in our existing operations.

It's also reflected in the new operations we've brought on stream.

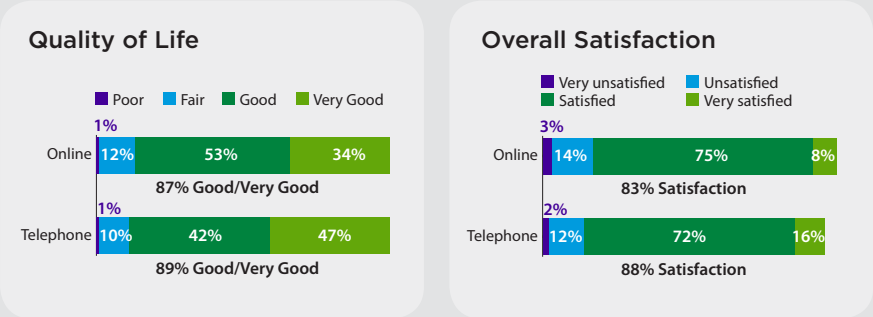
In December, we opened Saskatoon's new Civic Operations Centre (COC) – a model of innovation and efficiency that co-locates Saskatoon Transit and the city's first permanent Snow Management Facility. LEED Certified and designed with the future in mind, the Centre and 180-acre site will ensure civic services keep pace with the needs of our growing city and help us work more efficiently and effectively together.

Improving how we operate, and serve you, are among our highest priorities. This report highlights the progress we are making to drive service improvements, savings for taxpayers and sustainability initiatives across the city. Thank you for the opportunity to share our progress with you.

WHY, THANK YOU!

The City of Saskatoon has many ways for citizens to communicate to get the services they need. Throughout the year, citizens take the time to send in a few words of appreciation to the men and women working to make Saskatoon shine. Look for examples of these kudos throughout this publication. Thank you so much for the encouragement!

QUALITY OF LIFE AND SATISFACTION WITH SERVICES



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On the cover: Saskatoon's new Civic Operations Centre (COC)

A COMMITMENT TO CONTINUOUS IMPROVEMENT

At the City of Saskatoon, we have a strong commitment to improving our performance. Not only is this one of the seven goals in the City's Strategic Plan, it is a fundamental principle that motivates how we approach our work.

Saskatoon Strides, Our Report on Service, Savings and Sustainability for 2016 is a clear demonstration of how seriously we take this commitment. The report highlights progress we are making to drive service improvements, savings for taxpayers and sustainability initiatives across the City.

You will note our approach to Continuous Improvement is not just about saving money. It encompasses how we pay for and deliver projects, programs and services citizens rely upon every day and how we work toward making Saskatoon a better community for everyone.

We have made great progress since our initial report in 2010. We have:

- seen annual average savings of about $1.4 million over the last few years;
- seen savings in staff time that we can assign to other priorities;
- used alternative funding sources and project delivery models to take pressure off the property tax base; and
- implemented performance measures to track our progress.

I am proud of the achievements we have made as a City through our ongoing commitment to Continuous Improvement. None would be possible without the support of City Council and the dedication of our employees who come up with innovative and creative ways to do their work.

To them, I say "thank you" for their ongoing support and dedication. Together, we are "Making Strides" in delivering savings, improving service and growing Saskatoon in a sustainable way.



Murray Totland, P.Eng., MBA
City Manager

STRATEGIES INTO STRIDES

Every stride we make is a step toward our strategic goals.

The Strategic Plan developed in 2012 – and to be updated in 2017 – is our road map for planning, priority setting and investing. While our priorities evolve, the seven Strategic Goals of our plan remain strong, providing focus and reason for every program, policy and plan.

In the Planning Phase, City Council and City Administration work together on strategies and priorities. We then assess the risks and financial implications of key initiatives to get us there.

We shift attention toward implementation in the Performance Phase, identifying targets, outcomes and achievements to benchmark and measure progress. This report is a compilation of the key strides we have made delivering savings, improving service and growing Saskatoon.

Good planning and performance improvement is key and integral to how we continue to make great strides for the city and community.

PLANNING & PERFORMANCE CYCLE





Photo credit: **2016 Tourism Saskatoon - Concepts Photography**

HOW DO OTHERS SEE THE CITY?

A Great Place to Work

In 2016, the City of Saskatoon was proud to be named one of Canada's Best Diversity Employers and was also recognized as one of Saskatchewan's Top 50 Employers, both for the fifth year in a row.

A City Where Business Investment Dollars Go Farther

According to the C.D. Howe Institute, a lower business tax burden allows Saskatoon to still lead the way with one of the most business-friendly competitive tax rates among the major Canadian cities, leading to one of the best business tax environments.

A Vibrant City with Lots Happening!

With the city's thriving arts and food scene, revitalized downtown-area historic neighbourhoods and the exciting anticipation of the Remai Modern Art Gallery, *WestJet Magazine* included Saskatoon on its "Where to Go in 2016" list.

One of the Best Places to Do Business

An affordable lifestyle, great quality of life and business-friendly taxation/regulation continue to lend strong support for local business ventures, and the string of multinational companies that have set up shop, landing Saskatoon as the third best city in Canada and fourth on the Top Ten Most Lucrative for business in 2016 according to *profitguide.com*.

Financially Sound Future

Demonstrating strong and prudent financial policies and solid management, the City of Saskatoon once again earned a 'AAA'/Stable Credit Rating – the highest possible rating from international bond rating agency, Standard & Poor's. The 'AAA' credit rating allows the city the financial flexibility to explore innovative and alternative ways to fund, finance and deliver important infrastructure projects.

An Energetic City with a Youthful Vibe

Stating reasons to visit such as the art, music, food scene and our scenery – the Canadian travel website *Vacay.ca* put Saskatoon on its "20 Best Places to Visit in Canada for 2016", a lofty inclusion amid other places listed like Ireland and Cuba.

A Fresh Experience, A City Gathering Cred Amid the Prairies

Saskatoon was featured on *Vogue.com* in 2016... "A trip to Canada's prairies – vaguely exotic, totally obscure, and an absolute must-visit destination."

Outstanding Leadership

Linda Andal, Director of the Civic Operations Centre Project, was shortlisted by the *Women's Infrastructure Network* for the National Outstanding Leader award.

A Healthy Place to Live

The Conference Board of Canada ranks Saskatoon first overall among 10 major Canadian cities in terms of health. Saskatoon finishes in first place because it scores highest in life satisfaction and receives high marks for healthy people with healthy lifestyles.



Photo credit: **2017 Tourism Saskatoon - Chad Reynolds**

Each year, the Project Management Institute, North Saskatchewan Chapter (PMI-NSC) recognizes one project that best demonstrates exceptional performance, leadership and delivers significant value and return on investment for the customer. This year, the City of Saskatoon's Neighbourhood Traffic Review program was awarded this prestigious honour for its community-wide approach to resolving traffic issues that is built around finding solutions through engagement with residents.

HOW DO CITIZENS SEE THE CITY?

Children Appreciate Diversity in Mural

"After a presentation to Grade 7 and 8 students at École River Heights about the city's public art program, one of the students commented on the latest city public art project, Panama Filipino Mural on 3rd Avenue South: 'Finally there is beautiful mural in the city with a kid like us."

City's Website Is Helpful – and Beautiful

"Just a quick note to thank City Hall staff for the excellent website for our city. Every webpage I found was beautifully and helpfully presented. I can imagine that a new resident to Saskatoon would be delighted to have so much useful information at hand to make their 'settling in' period easier."

The Crew that Saved Christmas

"Every couple of years, tree roots plug our sewer line and as luck would have it, it happened again on Christmas morning. We caught it early and the damage was minimal. I called the city emergency number and talked to a very patient and professional woman. She told me that we were on the list and that the crew would try to be at our house before 9:00 p.m. The contract crew arrived at 7:00 p.m. and did a great job. We were able to thank them but I wasn't able to thank the woman who answered my distress call. I think she has a hard job and she does it well!"

Well-groomed Roadsides Appreciated

"I drive Circle South on my daily commute and I wanted to pass on that I think the grass cutting crews are doing wonderful work. The grass looks great. It is neat and tidy, and most especially, I have in the past often seen examples of plastic sheeting or other litter that has just been shredded up and left behind by the mowers. I haven't see that once this year. I also appreciate the work done by the clean-up crews who pick litter along the medians every year. I think many people who come to Saskatoon or even just pass through it, do so via Circle Drive, and I'm glad that we're working to keep spaces like these well-maintained as part of our 'public face'."

Residents Discover "Awesome" Park

"My husband and I recently discovered the Donna Birkmaier Park and wish to let the city know that it is awesome. It was such a treat to be in a natural park with sloughs and all the flora and fauna that sloughs attract and support. We've long admired and used the Meewasin Valley Authority trails, and we're pleased to look forward to enjoying the DB Park too. Thank you!"

Resident Pleased with Customer Service

"The Customer Service Representative I talked to was AMAZING. I had to sign up for a special sticker for a disability parking pass and she was kind, patient and explained everything so I could understand. She sent me over to the Info Desk to find out for a friend about senior bus pass costs. She was also very kind and wrote everything down for me. You are very lucky to have such excellent staff."

We Heart Street Sweepers!

Five-year-old James gets excited when the city road crews get to his neighbourhood in Stonebridge. His mom, Tiffany, says he started to send letters in the winter to thank them for clearing the roads and to ask them when they would be coming by for his favourite event: street sweeping.

"Me and my dog Rudy watched the street sweepers sweep the streets," he wrote (with a little help from Mom). "We like the street sweepers so we love you! We're excited about seeing you in May."

When the sweepers came by, they stopped during their break to visit. They made James an honourary member of the crew with a City of Saskatoon high-visibility safety shirt, and James gave them cookies to take with them.



Appreciation for Urban Forestry

"A city crew of four removed a large diseased boulevard tree in the yard next door to us. They were hard-working, efficient, and did an amazing job even cleaning everything up such as sawdust, small branches, etc. from the yard, road, and sidewalk. These four men deserve credit for a job very well done."

"A city crew of two people attended at our home to remove the stump of a boulevard tree. The tree was cut down last year at our request as it had split and become dangerous and was also infected with black knot. The guys were prompt and courteous. They removed the stump with minimum disruption to our surrounding shrub bed and thoroughly cleaned up the site. A job well done!"

"Just a note about your tree maintenance folks. The big elm in front of our house was broken overnight. (One of many, many I'm sure.) I called in to report it and within about an hour a crew was here to clean it up."

Citizens Pleased With 16th Street/Saskatchewan Crescent Slope Remediation

"Remarkable job, kudos to all." November 18, 2016 – Email received from local resident in regards to the remediation project

"Linda, who was walking her dog in the area on Tuesday, said she too was "impressed" with the city's work." – StarPhoenix, November 22, 2016.

Organized Traffic

"I attended the Garth Brooks concert on Saturday, June 11 and wanted to commend the City of Saskatoon for a job WELL done. We took a bus from a mall and it was so organized, such an easy excellent way to travel to and from the concert. Job well done Saskatoon."

A YEAR OF ENHANCEMENTS

Major investments in infrastructure, core services and programs were made in 2016 to make Saskatoon an even more attractive and desirable place to live, work and visit.

Setting Up Success for Service Saskatoon

What if there was a "one-stop shop," a single place where you could go to get all the services you need from the City of Saskatoon?

This is the concept behind Service Saskatoon, a new model to improve access to information and services online, over the phone and over the counter. It is built upon four pillars: Citizen Input, Staffing, Systems and Standards. A dedicated web page provides public updates.

The five-year initiative concentrated on five piloted services in 2016: water outages and connections, hydrant issues, water service turn-ons and turn-offs, water and sewer locates, and sewer backups. So far, it has delivered about $164,000 in efficiencies and savings – resources that are being reallocated to continued improvement.

New Bridges for the Bridge City

Crowds of people came out in the January cold to watch from the Sid Buckwold Bridge as demolition charges took down the first two spans of the iconic 100-year-old Traffic Bridge. Work continued throughout the year on its replacement as well as construction of the North Commuter Parkway. Both bridges were one-third finished as of year's end.



Building Better Roads

Maintaining and renewing Saskatoon's road network included the Idylwyld Drive overpass over Ruth Street, major work on Broadway Avenue, the pedestrian overpass on College Drive near Preston Avenue, and the North Commuter Parkway and Traffic Bridges. More than 200 kilometres of lane rehabilitation was completed.

Interchanges at Boychuk Drive and Highway 16 and at College Drive and McOrmond Drive are needed to improve traffic flow and enhance safety as nearby areas continue to develop. Proposals from three proponents were developed in consultation with the city to ensure design requirements were met. PCL was awarded the project.

Surfacing and Sweeping

The city invested $59 million to improve the condition of roads, sidewalks, and back lanes, bringing the three-year total to $164 million. The $59 million allowed the city to make surface improvements to 204 lane kilometres of road, upgrade 16 kilometres of line markings on high-traffic streets, and remove 1,900 dump truck loads of dust, leaves, and debris with spring and fall street sweeping.

Keeping Winter Roads Passable

Winter saw 12 snow falls, three with more than five centimetres, all in all requiring the removal of more than 4,500 tandem truckloads of snow. Frost heaving is always an issue, keeping crews busy with water and sewer repair and maintenance. And did we mention potholes? Improved reporting and tracking through the city's Report-A-Pothole app resulted in improved response time and repair of 225,000 potholes.

Advanced Metering Infrastructure

This service improvement allows for automated water meter reading of 50,000 Saskatoon Light & Power (SL&P) meters and 10,000 Saskatoon water meters which improves service to customers and also improves reporting data to SL&P by sending alerts to help identify potential service issues.

The Science of Sand and Salt

The science of sand, salt and other ice-management products was engaged this year, with a new coarser salt to prevent road ice. The salt pellets can be sprayed with magnesium chloride which not only makes them stick better to the road surface, but is also effective at lower temperatures where salt alone becomes ineffective.

Low temperature capabilities were enhanced by increasing "pre-wet" sanding trucks from four to 12 units. Pre-wet systems can use a de-icing product to break ice bound on priority roadways, particularly at colder temperatures where salt alone isn't effective. This reduces the amount of sand needed to control ice as well as street sweeping the following season.

Walking the Walk

According to the city's annual Civic Services Survey, 20 to 30 per cent of people identify road and sidewalk maintenance as the most important issue facing the city – but this number has been dropping since 2013. Satisfaction with roads and sidewalks is on the rise! Nearly 10 kilometres of sidewalk were rehabilitated in 2016.

The Road to Reconciliation

What does reconciliation among Indigenous and non-Indigenous people mean to you? A month-long series of events engages and inspires citizens to define reconciliation for themselves and answer their own personal call to action. The events were held in partnership with the Office of the Treaty Commissioner, Saskatoon Tribal Council, Central Urban Métis Federation Inc. and 29 supporting organizations.

City Encouraged Citizens to *Have Their Say* on Proposed 2016 Budget



Spend more, spend less or spend about the same? The City of Saskatoon encouraged residents to get involved by asking citizens for their input through a new and easy-to-use online tool, Citizen Budget. The interactive tool showed residents how building the city's annual budget requires balancing affordability for taxpayers, and helped them share their views on the city's spending priorities and future investments for the 2016 budget. City Council and the Administration reviewed all public feedback prior to the 2016 budget deliberations in December 2015.

Active Engagement With Citizens

A Citizen Advisory Panel has been created. As well, three surveys were conducted to help define preferred city services, develop city budgets, and get input on the city's *Leisure Guide*.

> "We are very impressed with the city now reaching out for input from property owners, very much appreciated!"

Supporting Aboriginal Engagement and Leadership

A community-based partnership comprised of local agencies, businesses and city representatives worked to develop the Saskatoon Aboriginal Community Action Plan. The effort is part of a commitment to improve the lives of Aboriginal citizens of Saskatoon and the greater Saskatoon community.

Other efforts include cultivating new partnerships and programs, such as the pilot Wanska Aboriginal program and the summer Atoske program for the Urban Aboriginal Leadership Program.

Supporting Newcomers

A community response to the Syrian refugee crisis – and more generally with refugee response and follow up – was aided by developing education and awareness campaigns, producing communications materials and connecting initiatives with the city's Culture Plan.

New Civic Operations Centre

Construction was completed of the new Saskatoon Transit Operations Facility and the city's first Snow Management Facility as part of the new Civic Operations Centre.

A Baseline for Roadway Rehab

A baseline condition of the roadway network was established through automated and semi-automated data collection. It is used to better allocate funds for rehabilitation strategies. Roadway condition data was used to develop preservation plans to 2019 and support response to questions. This three-year plan is used by a variety of divisions to help communication and planning.

Automated assessment technology is used to determine overall condition of the road network and to guide funding plans. Growth, construction inflationary costs, condition of the network and treatment strategy for the upcoming three years are continuously monitored. An annual state-of-the-roads report was presented to City Council to ensure funding needs to maintain the level of service are known.

Diverting and Managing Waste

A business plan and concept for Recovery Park was approved. This 'one-stop' facility west of the landfill has the potential to increase waste diversion to 30 per cent. Council approved a budget to complete design and construction of Phase 1 for 2017.

Analysis of four residential and business waste audits were completed and a Draft Waste Diversion Plan is being developed. Audit data will inform program options for increasing diversion based on best practices across Canada.

Providing Fire Protection Services in Saskatoon's Southeast

Saskatoon Fire Station No. 3 will move from its current location on York Avenue to a newly built facility at 2613 Clarence Avenue. The location, currently a parking lot, was purchased from St. Martin's United Church. The move will address concerns about aging infrastructure and better provide fire protection services in Saskatoon's southeast, including Stonebridge.

Discussions continue with the University of Saskatchewan to secure a site for Fire Hall No. 5 in the University's College Quarter development.

Actions are guided by the Saskatoon Fire Department's continual review of response times using mapping analysis techniques. The goal is to respond to fire calls within six minutes and 20 seconds, 90 per cent of the time. As always, citizen and staff safety are paramount.

Remai Modern Art Gallery of Saskatchewan Readies for Opening

Corporate Asset Management continued to partner with the Major Projects Division to oversee the transition into the new Remai Modern Art Gallery of Saskatchewan, expected to open in 2017. An Operations Plan and service level agreement covering day-to-day operations was developed in collaboration with representatives from Remai Modern, Persephone and River Landing groups.



Historic Civic Election Held

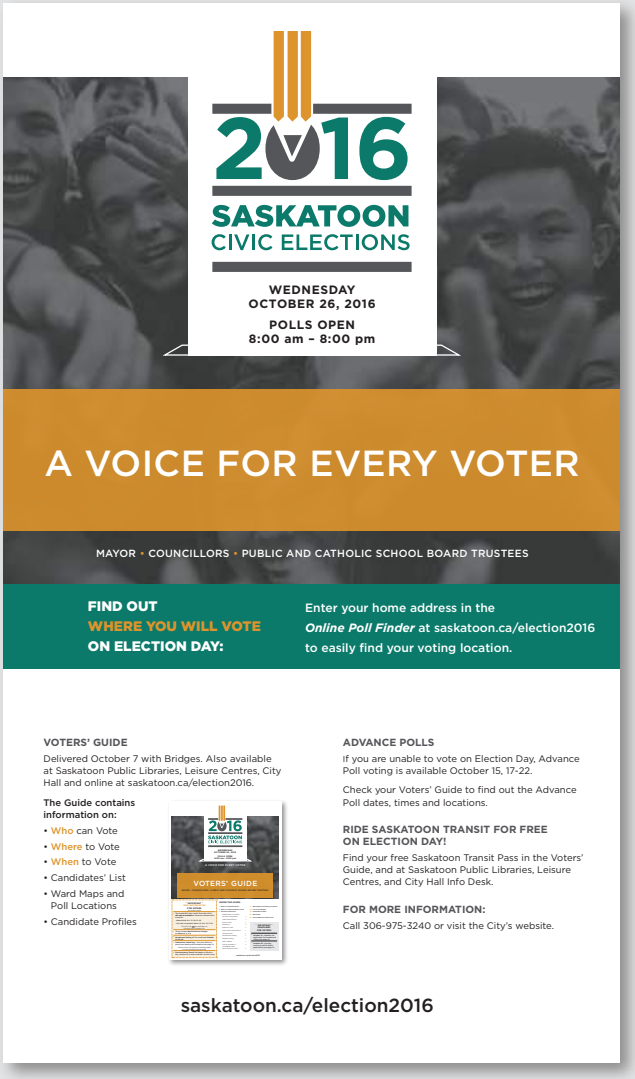
Citizens voted in the October 26, 2016 Saskatoon Civic Elections to elect one Mayor and 10 City Councillors, Trustees for the Public School Board's 10 wards, and seven Trustees for the Catholic School Board.

A year in the planning, the election saw voter turnout of 40.1 per cent, versus 36.9 per cent in 2012 and 27 per cent in the 2009 election. Nearly 15,000 people voted at the advance polls — an increase of about 50 per cent over 2012.

80,257 ballots were cast from an estimated 200,228 eligible voters in the 2016 election, compared to 66,497 ballots cast out of an estimated 180,411 in 2012. The past four civic elections have had a voter turn-out average of 38 per cent.

Noted as a historic election, a record six women were elected, representing a majority on City Council. A new Mayor-elect defeated the previous Mayor who had served five terms.

> A citizen reported that the Voter's Guide for the 2016 civic election was very helpful, and expressed approval that the city offered a Voter Assist Terminal (VAT) machine and homebound voting.



WinterCity YXE

A preliminary inventory of existing winter-related assets was created and posted to the WinterCityYXE web page.

To promote outdoor winter recreation programs at the community level, consultants worked with recreation staff to offer programs in select neighbourhoods. Partners were identified and contacted regarding a potential 2017 winter city initiative with Canada 150. Community association outdoor rinks were included on the city's online map to help promote existing activities.



Photo credit: **2017 Tourism Saskatoon - CONCEPTS Photography & Design**

OUR STRATEGIC GOALS

View online at saskatoon.ca/strategicplan

The Strategic Goals are priority areas the community and City Council identified in order to achieve our vision and move our mission between 2013-2023.

The community visioning process, Saskatoon Speaks, engaged people from across the city in conversations about the future.

Culture of Continuous Improvement

VISION

Saskatoon is the best managed city in Canada

We are the best managed city in Canada, focused on continuous improvement, innovation, and attracting talented people committed to building a better city.

Asset and Financial Sustainability

VISION

Saskatoon invests in what matters

We manage resources and risk effectively, ensuring that services and infrastructure meet the needs of citizens today and tomorrow.

Quality of Life

VISION

Saskatoon is a warm, welcoming place

We have a strong community spirit, with a mix of facilities, amenities, and opportunities for citizens to come together, pursue their interests and enjoy our city's built, natural, and cultural heritage.

Environmental Leadership

VISION

Saskatoon grows in harmony with nature

We thrive in harmony with our natural environment by conserving resources, reducing our impacts, and promoting environmental stewardship.

Sustainable Growth

VISION

Saskatoon is known for smart, sustainable growth

We grow both upward and outward, reflecting a balance of greenfield and infill development and maintaining our City Centre as a vibrant hub for culture, commerce and civic life.

Moving Around

VISION

Saskatoon is on the move

We offer new and improved ways for citizens to move around the city using different modes of transportation and a network of streets, paths, and bike and bus routes.

Economic Diversity and Prosperity

VISION

Saskatoon thrives thanks to a diverse local economy

We are a regional economy that grows and diversifies, leveraging our unique strengths as a global centre for education, innovation, and creativity.

OUR PERFORMANCE MEASURES

2016 Progress Update

View online at saskatoon.ca/strides

Our Corporate Strategic Goals emerged through citywide consultations with citizens of Saskatoon. Guiding our vision, mission and annual investment decisions, seven Strategic Goals provide a road map for our decision making and planning through to 2023.

To advance the city's goals and monitor our progress, in 2015 we created a dashboard of performance measures and indicators each providing a snapshot of our current standing as they connect to specific performance measures, City Council priorities and strategic outcomes.

Our progress to the end of 2016 is reflected in these performance dashboards, each showing where we are succeeding, and the areas where we need to improve.

For 2017, annual performance targets will be adopted, to further support measurement of our strides and successes.

A more detailed overview of each goal, related performance measure, key strategies and our progress is available at **saskatoon.ca/strides.**

Quality of Life



Perceived Quality of Life



Number of New Attainable Housing Units



Participation Rates for City Recreation and Cultural Facilities



Vacancy Rates for Rental Housing



Crime Rates



Fire Response Time

Sustainable Growth



Population Growth and Rate of Change



Residential Infill Development

Environmental Leadership



Waste Diverted From the Landfill



Reduction in Greenhouse Gas Emissions

Moving Around

NEEDS IMPROVEMENT
Transit Rides per Capita

NEUTRAL
Transportation Choices

ON-TRACK
Kilometres of Cycling-Specific Infrastructure

ON-TRACK
Traffic Collisions

Economic Diversity and Prosperity

WATCHING
Amount and Value of Building Activities

WATCHING
Business Growth

ON-TRACK
Supply of Residential and Industrial Land

Continuous Improvement

ON-TRACK
Overall Satisfaction with Civic Services of 90% or more

ON-TRACK
Workforce Diversity

ON-TRACK
Lost Time Injury Frequency

Asset and Financial Stability

WATCHING
Municipal Property Tax per Capita

WATCHING
Municipal Property Tax as a Percentage of Total Revenues

NEEDS IMPROVEMENT
Annual Municipal Property Tax Increase

ON-TRACK
Debt Supported by Taxes

ON-TRACK
Key Civic Infrastructure Status

CITY SPOTLIGHT

View online at saskatoon.ca/strides

City Spotlight features the progress and achievements of divisions, teams and individuals who help us reach greater efficiency, savings and improvements to service.



Pink Truck Fires Up Fundraising

All firefighters have an increased risk of cancer due to the exposures they face on the job, and women firefighters have four times the risk for breast cancer than the general population. This statistic inspired a highly visible fundraising effort centred around a fire truck painted bright pink for the month of October.

The truck appeared at local events and gatherings, from major concerts such as the Dixie Chicks and Carrie Underwood to the Toronto Maple Leafs game, Women's World trade show and the Optimist Club's Ladies Autumn Gala. More than 700 people signed the truck at $10 per signature, raising $7,000 during the 31-day fundraising drive.



Helping Make Events Special

There's always something new to do in Saskatoon, in part due to the wonderful individuals and groups that organize special events for our city. Long-running special events like the SaskTel Saskatchewan Jazz Festival and the Broadway Street Fair are joined by new attractions such as PotashCorp Winter Shines, YXE Street Food Festival, and Saskatoon Ribfest.

With special event applications up by 70 per cent in the past six years, the Recreation and Community Development division streamlined practices and processes, resulting in improved paper and online applications and a single point of contact with the city.

Improvements add up to more efficient service for event organizers and city staff plus hundreds of hours saved by everyone – an important point as the number of special event applications continues to grow.



Setting Up Success for Service Saskatoon

Service Saskatoon, the city's new and improved model of service delivery, was launched in April 2016. The initiative focuses on modifying how the city delivers front line services, responds to requests, and improves service delivery into the future



Building a Grassroots Green Culture

Notice those brightly coloured bottle baskets on public waste containers lately? This latest effort to divert waste from the landfill (in this case, recyclable beverage containers) has been such a success, that similar baskets to capture recyclable paper are next on the list.

This "sort at the source" initiative is just one idea led by the Education and Environmental Performance section. Another notable effort is the Curbside Swap pilot project that encourages people to bring out their gently-used, unwanted household items to curbside to offer them to anyone that can find a use for them.

The team constantly improves tactics, design, and delivery of programs. An innovative example is the "Let's Roll Team and Rolling Education Unit," a portable education station that uses interactive games to teach people at festivals and community events about waste diversion options. Enthusiastic volunteers for this program, as well as others such as Composting and Recycling Coaches, attest to a grassroots commitment to "being green."



Bright Ideas in The Bridge City

Every minute of every day, 340 cubic feet of greenhouse gases such as methane are harvested from decomposing garbage and fed into the Landfill Gas Power Generation Facility. There, they are used to produce electricity worth $1.2 million every year, enough to power 1,200 homes, while reducing carbon dioxide emissions by 52,000 tonnes. That's like taking 10,400 vehicles off the road!

The landfill is also home to the first solar panel demonstration project in Saskatchewan, a joint venture between the city and SES Solar Co-op. At 80 panels, the project is relatively modest, but it is expected to yield vital information to inform planning for the city's energy needs into the future.

On the conservation front, LED street lights are now being installed on all new projects. Not only do they use 60 per cent less energy than conventional bulbs, they also last three times longer and produce better quality light. Lighting in civic buildings is also being replaced with LED bulbs as existing bulbs fail, steadily saving electricity.

Our Corporate Performance

IMPROVING SERVICE

View online at saskatoon.ca/city-hall/budget-finances

Our focus on continuous improvement led to innovations and efficiencies in the delivery of a wide variety of civic services and programs.

Leveraging Technology for Performance

It's 3:00 a.m. – do you know where the city sanders are? This year, 19 tandem sanders were equipped with GPS units to monitor location, time and product applied to road networks. The goal is to optimize the sanding process and minimize the amount of material applied.

GPS units were also installed on some of the vehicles in the city's fleet as part of a pilot project to determine potential costs and benefits. These include accidents and recovery of stolen assets and improved safety for employees, for example when working alone or in case of emergency.

Safety was also top of mind with the new swipe card access at the Water Treatment Plant which improves security against criminal or other unwanted activities.

Household Hazardous Waste Days

Eight Household Hazardous Waste Drop-Off Events in 2016 provided a convenient option to safely dispose of corrosive, flammable and poisonous hazardous wastes. More than 101,000 kilograms of hazardous waste was collected – a new benchmark for participation.



Helping You Connect

Public Wi-Fi is now provided in five new locations, including two arenas, an outdoor pool and golf course club house as well as Saskatoon Police headquarters. Residents and visitors can sign up for access when visiting these or any of the 10 other city facilities where the service is already available.


Silverwood Golf Course

Helping Property Owners

New building and renovation jobs are complicated, but the paperwork shouldn't be worse! This year, new customer-focused information guided property owners through the building and development permit process through new brochures and handouts on building decks, site plans, secondary suites and inspections.

Likewise, the garden and garage suite review process was streamlined by creating a single document that includes all the information required by different departments. It's easier, and fewer applications are rejected due to missing information and miscommunication.

The Landlord Agreement process was automated to allow new landlords to register for the utility accounts program. This means they don't need to call in to have an account placed in their name; this is done automatically where an agreement is in place.

Transit Service Enhanced

Wondering where your bus is? Why not download Transit App and check it in real time! The app aids trip planning, reduces wait times and missed connections. It's available from Apple's App Store or Google Play, while people who prefer Google Transit can access the service on their phone or desktop.

When your ride arrives, you may notice it's one of up to 15 low-floor buses and up to five Access Transit buses that have joined the Saskatoon Transit fleet, thanks in part to the Government of Canada's Public Transit Infrastructure Fund. The move will help Transit toward its goal of reducing the fleet's average age from 11.9 years to 7.3 years.

Come for the Culture

Saskatoon's 7th Annual Culture Days opened with a ceremony at River Landing. The week's activities included public art unveiling, First Nations and Métis cultural activities and hands-on workshops. The unique outdoor film screening event "I Am the Bridge" showed short films from Saskatoon media makers under the Senator Sid Buckwold Bridge. Nuit Blanche brought people out for the annual free night-time art festival, and a public art bike tour rounded out the week.



Fitness for Free

A healthy city is an active city! Free events to encourage youth to get moving included Girls in Motion, which this year focused on water safety, aquatic sports and dry land activities. Taking to the Court was a day for boys to sharpen their basketball skills under the direction of qualified instructors.

During the summer, the city and In Motion offered free outdoor summer fitness classes in Kiwanis Park North (Spadina Crescent and 22nd Street) in partnership with local fitness providers. In the winter, free winter activities were provided for youth and families.

"I've been using Transit App for a few months already and it's been really good at keeping me on time for the bus. Even has a reminder you can set to make sure you don't miss it."



Our Corporate Performance

IMPROVING SERVICE

View online at saskatoon.ca/city-hall/budget-finances

Pick Your Perk!

Come here often? Looks like it, from that well-worn full-year Leisure Card. Pick Your Perk rewards full-year cardholders with one of several perks: Early Bird Registration, 12 months for the price of 11, or a $45 PerkCard.

"Orpha Smith has been a certified Fitness Instructor for over 38 years and a number of those years have been teaching programs and activities with the City of Saskatoon. This November, Orpha was recognized by Saskatchewan Parks and Recreation Association for her dedication and commitment. Orpha has graced our Leisure Centre patrons with her smile and enthusiasm and we could not be more proud to have her as a part of our team."

"I just want to say thank you for all the roads that have been paved this year... it's smooth sailing most places. So, thank you...".

"I just wanted to send an email commending the city for how the paving of College Drive was handled last week. I take that route every day, and not once was my commute disrupted, either to or from work. Thank you for having such an efficient and well-thought-out process in place!."



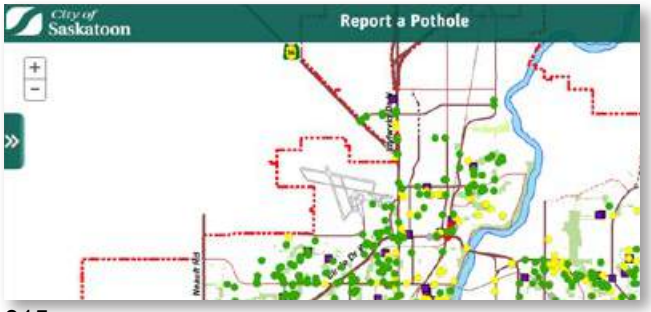
Out of Sight, Out of Smell

We don't like to think about sanitary sewers, we just want them to work. The Odour Abatement Project continued with the First Fermenter Upgrade, part of efforts to reduce offensive smells from the system. Part of the upgrade is an air blower that draws foul air off the fermenter and sends it to the bioreactors for processing. The fermentation systems that break down waste also produce gas (of course), which in addition to carrying foul odours, can also be dangerous in high concentrations. Hence, a new Digester Gas Leak Exercise to train staff on emergency response planning and a positive safety culture.

As Saskatoon grows, so does its need for wastewater removal systems. The Aspen Ridge sewage lift station was installed to serve the new northeast neighbourhoods and support the city's growth in this direction.

Got a Traffic Problem?

Got a problem pothole? Random road hazard? Flag it online! A new tool allows you to report traffic-related concerns accurately and efficiently. Using an interactive map, you can report a traffic issue or concern on road signage, signals and safety on any Saskatoon street.



Working On Our Night Moves

We're working the night shift to help you get to your day job. Working at night – between 8:00 p.m. and 6:00 a.m. – gets crews out of the way of commuters and residents. Thanks for keeping an eye out for us while driving at night! Crews worked on water and sewer projects, street sweeping and snow management operations and road building. About 45 of the 233 lane kilometres planned for the 2016 construction season were done at night.

The Snow Brigade

Ever wonder how those squads of snowplows are organized to clear the freeways so quickly? Chalk it up to new operator maps, developed with staff to coordinate snow plow configurations and routing. The maps guide deployment of snowplows, grouping multiple units for the most efficient removal of snow. The system also provides a communications and training tool among crews.

Watch for the blue lights: new visibility packages were installed on snowplows and tandem truck sanders to provide better warning to drivers.

"I am in the process of building an in-fill house, which has involved more interaction with the accounts department at the city than would be typical. I have spoken to a number of different people, in-person and over the phone through this process. Each and every time, they have been kind and extremely helpful. For what has been a somewhat trying process at times, I have certainly found the city's customer service to be a bright light."

"I placed a call with concern about the stairs that were crumpling at the bottom of the Broadway Bridge. I felt as winter is approaching it was a safety concern. I walk up and down the Bridge every day to and from work. To my delight the stairs were fixed a short time after my call. Thank you to the person who took my call (who was very pleasant and helpful) and the city workers who did a great job on the repair."



Our Corporate Performance

IMPROVING SERVICE

View online at saskatoon.ca/city-hall/budget-finances

We'll Get Back to You. Really.

Mayor and City Council work for the citizens of Saskatoon. A new internal email address on the city's web-based phone system helps make sure questions and concerns regarding roadways don't get lost in someone's inbox by tracking email chains from request to resolution.

The result: we'll get back to you with a quick turnaround time.

Road Closed, for Once

Seeing a crew tear up your street to service utilities is never a welcome sight, but it must be done. Assessing the utility cut system identified efficiencies to improve workflows. Crews now excavate, compact and permanently repair asphalt after working on under-street utilities, reducing road closures from two to one.

This year, crews repaired potholes and utility cuts better, faster and ahead of schedule – including a backlog of repairs from the previous winter.

Service Saskatoon Launches in 2016!

The city has a new model of citizen service that is a widespread shift in how it provides services and responds to citizen requests. The new model, called Service Saskatoon, offers citizens more opportunities to access information and services online while improving the over-the-phone and in-person experience of those who choose to connect with the city. The shift to the new model is expected to take five years and will require changes to many aspects of the city's business operations, processes and current systems.

New Online Corporate Directory for Staff

A new online Corporate Directory was launched and is intended to help staff serve citizens better by providing a quick option to find contact information to connect citizens with the appropriate service provider in the corporation.

Website Subject Matter Expert (SME) Training

A total of 50 SMEs received training to use the website content management system to keep website information current and relevant. This brings the total to over 340 staff who have received training since the redesign of the website in 2015. This has provided a significant improvement in the accuracy of information accessible through the website.

New Online Poll and Ward Finder Service

Two new online services were developed to support municipal elections. The new online tools help citizens to find the Ward they live in and the elections poll that they need to attend for voting in the current election.

New Online Service Request Forms

There were a total of 15 new online service request forms created to support the process mapping that occurred in the Transportation and Utilities Department. Citizens are now able to request these Roadways and Operations and Water and Sewer Services online and they are being tracked in the temporary Customer Relationship Management system.

Communications is Making Strides in Connecting Citizens to Information

Citizens now have many opportunities to report an issue or concern associated with traffic, road signage/signals and safety on any Saskatoon street through the use of an online interactive map. The app provides a consistent user experience for residents to report concerns and helps to track phone calls, email, and online requests.

Reroute Your Commute – Helping Citizens Move Around Town

Construction notices now include information for pedestrians and cyclists on how detours impact their commute. This promotes the ease of active transportation in our community.

Public Service Announcements for all major detours now include alternate route suggestions for various modes of transportation to help everyone move

around more efficiently, including people who are passing through or new to Saskatoon. They also include any implications to Transit routes so riders can better plan their commute.

Have a Question about Waste? Check Out Waste Wizard!
Waste Wizard launched on the city's website in 2016 as a 24/7 one-stop communication tool for residents looking for answers to common questions about waste. Simply type the name of an item and then Waste Wizards responds how to recycle or dispose of it in Saskatoon.

Waste Wizard improves customer service, reduces phone and email volumes, reduces contamination and supports the city's waste diversion target. In addition an online 24/7 tool allows for round-the-clock customer service in comparison to the previous customer service during regular business hours.



"She was friendly; courteous and extremely helpful. She, like so many of the staff at City Hall, are the UNSUNG HEROES of the CITY. These amazing women are calm, respectful and very knowledgeable at their stations and take the burden without complaint. You are very lucky to have such women working for the city and I for one am grateful for their assistance."

"This morning around 7:00 am I noticed there was no water. Went outside; there was a sign on the door saying water will be shut off due to it may be contaminated. Looked around and noticed on the street that a sink hole was forming and the asphalt on the sides of the road was heaving. It was about an hour or so later, they had the street blocked off and equipment there working on the road. Please pass on my thanks for fixing the road in front of my house and keep up the great work."

"I would like to give kudos to two people who assisted me on the phone when I called there regarding changes connected with my spouse's recent death. I did not get the name of the gentleman when I called the main number, but he was very kind and gave his condolences. He transferred me to a Customer Service Representative in Corporate Revenue. She was very kind, compassionate, empathetic, knowledgeable and patient with me. Thank you very much – the responses were very appreciated."

Our Corporate Performance

ACHIEVING SAVINGS

View online at saskatoon.ca/city-hall/budget-finances

In 2016, we identified operational efficiencies, additional funding and revenues of over $65 million.

Annual Civic Service Reviews (CSRs) and Internal Process Reviews (IPRs) were implemented in 2014 as a method of evaluating selected civic programs and services. Since the launch of the Continuous Improvement Strategy, over 200 employees have participated in CSRs and IPRs, identifying over $3 million in savings.

Last year CSRs looked into urban forestry, building and development permits, special events, community engagement, fleet services, fire prevention and five services within Water and Waste Stream operations.

$5.828

million

Operational Efficiencies and Additional Revenue

$309

thousand

Saved in Roadways & Operations

$170

thousand

Saved through internal process and civic service reviews

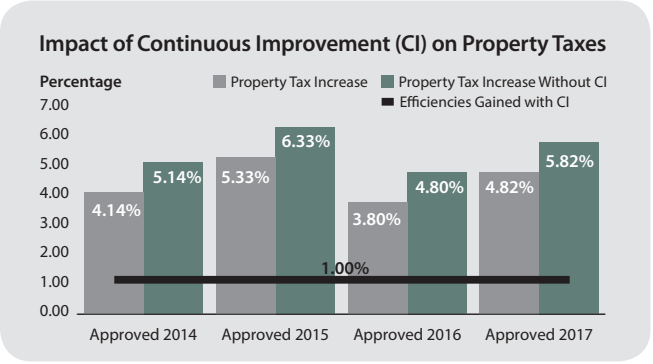
$6.65

million

Total Financial Returns – Saskatoon Land

TOTAL IDENTIFIED

Operational Efficiencies and Additional Revenue	$ 5,828,000
Total Financial Returns – Saskatoon Land	$ 6,650,000
Infrastructure Grants	$ 53,000,000
TOTAL	**$ 65,478,000**



OPERATIONAL EFFICIENCIES AND ADDITIONAL REVENUE

BUILDING STANDARDS IS REDUCING PRINTING COSTS AND IMPROVING ACCESS TO INFORMATION FOR CUSTOMERS; SAVING $3,000

Changes in printing method to a default setting of double-sided printing and replacement of two printers saves money and trees, reducing paper usage and printer lease rate costs. This initiative will be expanded to a corporate-wide managed print initiative which is expected to result in savings across the organization.

An announcement page was created on the website for current updates, improving communication and reducing phone calls to Building Standards staff. Calls were reduced from over 260 calls per year to about 150 calls per year; saving staff time and customer time.

CORPORATE REVENUE GOES DIGITAL; SAVING ALMOST $70,000

Improved email communication with external agency and internal divisions reduces courier and printer/fax costs. Printing/faxing with Saskatoon Light & Power was replaced with email copies of work orders where necessary.

Assessment – Handbooks

Moved from paper copies of the Assessment Handbook to digital access, saving associated printing costs.

Video Conferencing

Commercial assessment meetings in Regina may be attended via video conferencing, eliminating travel time and related costs.

Change in Process for Filing Requests for Information

Changed from filing by roll number to a batch system saving about 40 hours of staff time annually.

Increase in Customers Receiving Bills Electronically

This initiative has continued to increase over the past few years with 2016 resulting in a reduction of $35,000 in printing and mailing costs.

Entering Assessment Model Data

Worked with IT to develop a script that allowed import of data from one system to another, reducing manual entry and saving about $17,500 each year.

Bank Statements and Electronic Fund Transfer (EFT) Tracking

Retrieving statements online and reducing the number of bank accounts used from three to one improves the process of retrieving information and eliminates multiple entry points.

MATERIALS MANAGEMENT SAVES OVER $25,000 WITH IMPROVED EFFICIENCIES IN MAIL AND COURIER SERVICES

Improved Efficiencies in Mail and Courier Deliveries

Discontinuation of pre-sorted incentive letter mail to machineable incentive letter mail provided an additional savings in postage (from $.01 to $.06 per item). The purchasing cost of the letter carrier pre-sort software was also eliminated once IT completed its work with new software.

All identical mailings greater than 1,000 items were mailed at the machineable postage rate which resulted in a $.06 per item savings. Smaller daily volumes of utility statements were combined to achieve this savings whenever possible. For mailings under 1,000 items, but within the range of the phantom rate, these savings were also achieved.

A bus pass replaced car allowance and parking charges for Printing and Mail staff delivering mail to Saskatoon Police Service twice a day.

Our Corporate Performance

ACHIEVING SAVINGS

View online at saskatoon.ca/city-hall/budget-finances

Eliminate Courier Costs and Paper Costs in Purchasing Services.

Tender packages are no longer couriered as all documents can be obtained online at www.SaskTenders.ca resulting in a savings in courier costs. The number of paper copies required were reduced to one per tender instead of multiple copies, thus reducing paper usage. The need to have coloured paper define various sections in tender documents was also eliminated which resulted in a savings in time for the preparer.

SASKATOON LAND FINDS ABOUT $6,000 IN EFFICIENCIES

Reviewed Waste Management Requirements at CSE

Reduced frequency of service for waste management requirements at Civic Square East office areas saves $2,400.

The Introduction of a Two-Category Lot Draw System

Lots are allocated faster for large volume builders, resulting in one appointment instead of several. The entire Aspen Ridge draw consisting of 134 lots was completed in 6.5 days. Previous lot draws of similar sizes could take up to 14 days. This new system results in better service for builders and better use of Saskatoon Land staff time. The new draw process saves about $2,000 per lot draw.

Reflex System Upgrades

Recent upgrades to Reflex, Saskatoon Land's inventory management system, has allowed efficiencies to be realized in administrative work around lot sales. Previously, all diarizing of information would be handled in two separate systems but is now included in one system and attached to the lot and purchaser for streamlined access to data.

SASKATOON WATER SAVES $138,500

Reducing Paper and Improving Productivity

Six Small Meter Installers' work orders and maps were changed to laptops from paper copies, allowing processing work orders on site and access to map guides for digging up curb stops. This improved process allows the Customer Service Coordinator more time to schedule appointments. It also provides more field working hours, as installers no longer bring work orders in for system entry at the end of the day.

Paper Use Reduction and Filing Resources

Saskatoon Water has deleted paper copies of Cross Connection Control pictures and filing. Saving pictures to the internal servers eliminates wasted time of filing, resulting in staff time and materials and supply savings.

Advanced Metering Infrastructure (AMI) Saturday Shift

A Wednesday-to-Saturday shift was added for the AMI installation team to gain more access to customers by providing more citizen-friendly options. On average, there were requests for 35 appointments on a Saturday. Before this shift change, the module installation was unable to be done at these locations.

FACILITIES AND FLEET IMPROVES SERVICE AND IDENTIFIES $16,000 SAVINGS

Staff ID Photo Relocation

Previously staff were needed to travel to the Avenue P building to have their ID card photo taken. A new streamlined process now allows staff to have their picture taken anywhere across the organization, and then email the picture to Facilities who will then prepare an ID badge and send it to the employee. This process results in staff time savings for the individual requiring a new photo as well as quite often that of a second staff member who needed to take them to the Avenue P building if they were not familiar with the location.

Transit M5 Staff Sharing

Transit requested assistance from Fleet Services to get M5 implemented and operating. A subject matter expert helped to get transit utilizing work tickets and unit reporting. Transit is now able to schedule all safety checks, routine service and repair, track costs for each unit and set unit replacement parameters that notify them when repair costs are exceeding value of unit and if it should be replaced.

Project Services Furniture Service Requests

Live data view with multi-user access through SharePoint improves collaboration on project requests, is accessible for input and seamlessly allows for edits by multiple authorized users simultaneously. This process has also improved administration capabilities through reduction in bottlenecks and improves accessibility for Project Services staff resulting in time savings.

Electronic Leave Reports

A streamlined process has minimized the amount of time needed to complete, submit and obtain approval for leave reports. The improved process also reduces the chance of errors when completing the forms and includes a tracking system to ensure that employee's leaves are monitored and accurately tracked. This initiative will be expanded corporate wide with future savings expected across the organization.

Asbestos Containing Material Inventories

A standardized MS Office-based Asbestos Containing Material inventory has been developed that provides access to systematic, consistent data. Information is easy to input and the system provides access to up-to-date inventories. This simplifies reporting and calculations, and results in reliable, robust information. The improved workflow also helps avoid duplication of work and reduces time spent looking for information to determine whether a location may or may not contain asbestos.

RECREATION AND COMMUNITY DEVELOPMENT GOES ELECTRONIC

Electronic Grant Applications

Electronic applications are now accepted for sport and culture grants. In addition, grant adjudication packages for grant jury members were prepared electronically making the process faster, saving clerical time and reducing paper use and photocopying.

Electronic Funds Transfer for Grant Payments

Thirty-seven of 48 Community Associations signed up for Electronic Funds Transfer for grant payments this past year. The initiative was started in 2015 and wrapped up by end of 2016. The initiative helped Community associations get quicker payments and resulted in savings in staff time and materials associated with issuing paper payments and postage.

STRATEGIC AND BUSINESS PLANNING SAVES $15,000

Leave Report and Car Allowance Form Processing

A streamlined process has minimized the amount of time needed to complete, submit and obtain approval for leave reports and car allowance. The improved process also reduces the chance of errors when completing the forms and includes a tracking system to ensure that employees' leaves are monitored and accurately tracked.

Learn to Process Map Cards and Reusable Wall Hangings

In CSR/IPR meetings process mapping is done with groups to help build understanding of processes end-to-end as well as highlight areas of improvement. Traditionally, materials would be created ad hoc for each individual meeting and be recycled following the meeting as they were not reusable. By creating durable wall hangings and reusable cards the development time for each meeting is eliminated and less material is disposed of in the recycling bins.

Our Corporate Performance

ACHIEVING SAVINGS

View online at saskatoon.ca/city-hall/budget-finances

SharePoint Based Learning and Development Course Sign-up

Traditionally, staff had to sign up for Learning and Development courses via a manual process that involved one or two signatures and extensive paper movement and printing. The new process eliminated the majority of time it takes to sign up and has eliminated all paper movement through a seamless SharePoint sign-up and workflow process. This updated process increased access to Learning and Development opportunities, significantly reduced wait times for course approvals, and resulted in staff time savings by reducing the length of time for both course sign up and approval.

FINANCE CONVERTS TO ELECTRONIC PROCESSING SAVING $47,000

Electronic Paystub Initiative

All paystubs are now delivered to employees via a digital online service called My Payroll Online. In 2015, the city printed and hand delivered over 100,000 pay stubs for 24 hourly payroll periods and 24 salaried payroll periods. This initiative has resulted in material and supply savings as well as staff time that can now be reallocated to other priorities within the respective divisions.

Labour Distribution Reports

Labour distribution reports are now being placed on a shared drive to reduce both time to find the information and requests for access to the files resulting in improved internal process and staff time savings.

Electronic T4s

All employee T4s are now delivered to employees via a digital online service called My Payroll Online. In 2015, the city printed and mailed about 4,000 T4s. This initiative has resulted in material and supply savings as well as staff time that can now be reallocated to other priorities within the Finance division.

PARKS

Park Pathway Condition Assessment

A detailed park pathway condition assessment was conducted on 180,000 square metres of asphalt pathway. Improved maintenance and renewal planning will help reduce life-cycle costs associated with park pathway infrastructure. Increased planning efficiencies are realized as a result of the comprehensive pathway condition/inventory information.

Woodlawn Cemetery Roadway Rehabilitation

Visitors, customers and service providers benefit from the improved cemetery experience associated with well-maintained roadways. Eight thousand square metres of cemetery roadway was renewed in 2016. Savings associated with temporary road repair of about $3,000 per year is being reallocated to the improvement of maintenance service levels on older sections of cemetery roadway.

ROADWAYS AND OPERATIONS IMPROVES TRAINING, SAFETY, AND CUSTOMER SERVICE SAVING OVER $300,000

Training Area Upgrade Results in Savings and Improves Staff Wellness

The training area in the John Deere building was redesigned to accommodate all internal training. Folding movable tables, a large screen projector, sound system and computer were purchased and a small kitchen area was added for staff to use during training and lunch hour. The room is also being used to offer noon-hour fitness classes, providing a health and wellness benefit for staff. The improved space has provided an opportunity to hold larger in-classroom training sessions, allowing staff trainers to focus more time on practical evaluations.

Defensive Driver Course Offered In-House

This program is now delivered internally by the Roadways and Operations Training Section and is used to improve employee knowledge. The program

is also offered to all other divisions. It is also used to address work performance of staff as a corrective action as needed. The program has improved productivity through reduced employee accidents and has also reduced downtime related to equipment in need of repair.

Customer Service Manager Position

Created a new full-time position by reviewing internal processes and reducing two seasonal FTEs (full-time equivalent). This position focuses on all aspects of Customer Service for Roadways and Operations and Water and Waste Stream divisions, allowing the Management team to focus on planning and operations as opposed to investigating and responding to emails. This position is also the main point of contact for all Councillor inquiries and is intended to provide timely, consistent responses. This increases efficiency for citizens, Councillors and the Management team.

Employee Accommodations

A specialized work group was created to handle all accommodations for Roadways and Operations and Water and Waste Stream. An ongoing job box is maintained for work that needs to be done based on skills and capability. When employees are returning to work from an injury or illness and are unable to return to their regular position, they are managed within the accommodations group and assigned tasks based on their restrictions and abilities. This initiative has reduced staff down time due to illness or injury and has improved employee morale by providing opportunity for staff to return more quickly to meaningful work.

Litter Truck – Electronic Mapping and Schedule

An electronic version of litter truck pickups was created to help other division initiatives (Recycling) and to improve training and coverage. An inventory list of containers, including maps and a pickup schedule, was also created to increase efficiency of the program by reducing the movement of people and improved customer service.

City Yards Stores – Pilot for Weekend Shift Proves Current Operations and Hours are Sufficient

As part of a pilot project, City Yards Stores operation changed the shift of one employee to work weekends and provide basic service to internal staff in Water and Sewer and Roadways and Operations on Saturday and Sunday. The pilot was expected to provide a clear perspective of actual use of services and needs during off hours. Upon completion of the pilot it was determined that current operations and hours of work for City Yards Stores is sufficient and a weekend shift would not yield the anticipated benefits or savings.

Implementation of P-Cards

P-Cards have been assigned to pay for all contract payments and will also be integrated into City Yards Stores within Roadways and Operations, reducing the amount of processing needed for contracts and purchases. Minimizing paperwork and improving the process ensures payments are made to contractors on a timely basis and is expected to result in staff time savings.

SASKATOON FIRE DEPARTMENT SAVES OVER $3,000 WITH POTENTIAL FOR FUTURE SAVINGS

Internally Provided Hearing Tests for Staff

Saskatoon Fire Department (SFD) has acquired an Audiometric testing machine to conduct hearing tests for all SFD Staff. An external audiologist has been contracted to administer, interpret and record the results of these tests. If an issue is found with results, they inform the staff member to follow up with their physician. As the program evolves, it is possible to train Primary Care Paramedic personnel to conduct the tests for SFD staff and potentially other civic divisions, resulting in more savings for the organization. The cost to deliver the program will be considerably less in future years as the equipment is a one-time cost and once SFD staff are trained, the only additional cost will be for the interpretation of the results by an audiologist.

Our Corporate Performance

ACHIEVING SAVINGS

View online at saskatoon.ca/city-hall/budget-finances

MULTI-DIVISIONAL CIVIC SERVICE REVIEWS AND INTERNAL PROCESS REVIEWS RESULT IN $170,000 SAVINGS

Four CSRs Were Completed That Identified About $40,000 in Savings and Numerous Improvements in Service Delivery

CSRs are multi-divisional process reviews designed to look at the whole process, end-to-end. Bringing together key stakeholders from across the organization minimizes the risk that improvements made in one division will negatively impact another division. Teams process map the current state, identify and review any key data available, define success and then map out an agreed-upon ideal future state. Action plans are developed for each recommendation and teams work together to realize the results. The following four CSRs were conducted in 2016:

- Building and Development Permit
- Corporate Engagement Phase 1
- Corporate Payroll Phase 1
- Urban Forestry

12 IPRs Were Completed Resulting in About $130,000 in Savings

IPRs are relatively short in duration and require minimal resources but yield big results! Employees who work most closely with the process are brought together to review the current state, define success and to create an ideal future state. The team develops action plans to support any recommendations and works together to realize the results. The following IPRs were conducted in 2016:

- Special Events
- Five Processes through the former Public Works Division
- Fire Prevention
- Utility Accounts
- Recycling Services
- Project Services
- Tuition Reimbursement
- Fleet Business Model Review

SASKATOON TRANSIT IMPROVES SERVICE AND SAVES $260,000

Saskatoon Transit's Fleet Renewal Strategy

Upgrading the transit fleet with new buses instead of buying refurbished models reduces the annual fleet cost. New buses are fully accessible, contain the latest Intelligent Transportation System technology and are more fuel efficient, resulting in improved rider experiences and decreased operating costs. The new buses purchased over the last five years are more fuel efficient resulting in savings of over $60,000 per year. Savings are expected to continue to be realized as older buses are replaced with new.

HUMAN RESOURCES CREATES NEW OFFICE SPACE AND IMPROVES SECURITY OF FILES SAVING OVER $7,500

Moving Paper Employee Files to Digital

Human Resources focused on moving all paper-based employee files from 12 four-drawer filing cabinets within their office to a secure digital system. The move has increased security of employee information and has resulted in about 220 square feet of space to be reused as three much-needed workstations. This savings allowed the Human Resource team to expand without the need for new office space.

INFORMATION TECHNOLOGY (IT) – FOSTERING INNOVATION AND SAVING OVER $500,000

Website Support moves from Third Party to In-House

Support of the two websites that was provided by a third party is now provided by IT. In addition to supporting the websites, there was capacity for additional work that would have otherwise been contracted out.

Renegotiated Contracts

Renegotiated the SmartStream maintenance contract for better terms for a three-year term resulting in $25,000 in savings.

Overnight Process Automation

CIS application required two shifts to run overnight processes. This project automated the processes, thereby eliminating the need for one nightly shift.

IT Service Manager (ITSM) Improves Satisfaction and Results in Efficiencies

Deployed new ITSM tool including a self-service portal that allows IT to deliver significant enhancements to our service delivery capabilities and efficiencies and provides an opportunity for significant business partner satisfaction improvement.

Consolidated servers and virtualization of servers

Consolidating servers into fewer chassis resulted in annual savings on maintenance for the decommissioned chassis and blades as well as savings related to reduced electrical demand.

Improvements in Systems and Software Upgrades Reduces Cost and Increases Satisfaction

Removed reliance on old, unsupported system at Access Transit, and replaced with hardware that is much cheaper to operate and replace.

Configuration changes were made so that critical systems run on the second data center, which is protected by a UPS and generator.

Fire sick/fit tracking was moved from manual processes into the FDM records management system, saving time and money.

A number of software upgrades including AutoCAD, Geocortex, Fleet M5 system, TMA maintenance management system, Microsoft Office, and a Core Update for Drupal, improved security, added functionality and resulted in better support of the business activities.

COMMUNICATIONS REDUCES FILLER SPACE AND SAVES $50,000 OVER FOUR YEARS

Communications realized efficiencies in the weekly City Page to reduce the amount of header and filler space resulting from the new modular size requirements of the newspaper; costs have been reduced by 15-30% annually since 2014.

CITY OF SASKATOON IS MAKING STRIDES TOWARDS MISSION ZERO AND RECEIVES WCB REBATE OF $3 MILLION

A steady reduction in WCB Claims costs due to a reduction in the number and duration of work-related injuries over the past three years and a positive investment year for the WCB resulted in the city qualifying for a rebate in the amount of $3,090,912. Employers qualified for the rebate if their net premium costs were higher than their claims costs for 2012-2014. Premiums are set by industry codes based on claims costs, injury rates and payroll volumes. The funds collected through employer premiums are used to cover injured worker claims including wage loss, rehabilitation and prevention initiatives.

NATURAL GAS PROCUREMENT SAVES APPROXIMATELY $677,000

Environmental and Corporate Initiatives and Transportation and Utilities have been managing the small meter and large meter natural gas contracts with the assistance of a consulting firm and have been making decisions related to purchasing natural gas with the assistance of the General Manager of Transportation and Utilities, the CFO and the City Manager. In 2016, the city saved approximately $677,000 by purchasing natural gas at market price versus SaskEnergy's posted 2016 commodity rates.

Our Corporate Performance

ACHIEVING SAVINGS

View online at saskatoon.ca/city-hall/budget-finances

ADDITIONAL REVENUE

RECREATION AND COMMUNITY DEVELOPMENT = $15,000

Summer Ice Rate at ACT

This initiative improved on a service for the summer ice users to meet the community requests, increased the effectiveness and amount of program usage at ACT Arena and also resulted in increased net revenues for the Arena. The program was very well received by the patrons. Net revenue gains more than offset any expenses, thus contributing to arena cost recovery.

SASKATOON WATER = $200,000

Storm Water Utility

The process was completed to identify accurate "Equivalent Runoff Unit" (ERU) ratings associated with changes to commercial properties and resulted in a more up-to-date database of commercial property footprints. Annual bills in 2016 more accurately reflected ERUs and Storm Water Management charges. The review resulted in utility revenue in 2016 that would not otherwise have been collected.

SASKATOON LAND = $235,000

Interim Use Improvements

Interim use improvements of former railway spur line acquired for future North Downtown development resulted in increased annual revenue.

Land Sales Incentives Increases Sales by Over 128 Per Cent

The addition of sales incentives including a $6,000 rebate for a driveway, $2,000 rebate for front landscaping and revised payment terms resulted in more than doubling sales revenue.

SASKATOON LAND GENERATES $6.65 MILLION

In 2016, the Land Development operation continued to deliver. Since 2007, return on investment in development and sale of land has resulted in millions of dollars in savings for Saskatoon taxpayers, including:

- $4.0 million from the Neighbourhood Land Development fund for various projects:
  - $800,000 distributed to Reserve for Capital Expenditures
  - $500,000 for affordable housing
  - $1.7 million for roadways infrastructure reserve
  - $1.0 million for the Ice Arena Partnership
- $2.65 million was generated from short-term leases, farm leases and long-term lease payments collected through the industrial land incentives program

> "Saskatoon operates one of the largest self-financed municipal land development programs in Canada, and has done so since 1954. It is an enterprising approach to adding value to land, facilitating economic growth, and reaping net profits for re-investment." – *Frank Long, Director, Saskatoon Land*

TOTAL OPERATING EFFICIENCIES AND ADDITIONAL REVENUE:

$5,828,000

INFRASTRUCTURE GRANTS

FEDERAL AND PROVINCIAL GRANTS BENEFIT ROADS, TRANSIT AND WATER

The City of Saskatoon applied for and received funding approval for about $53 million through three programs:

- The Governments of Canada and Saskatchewan contributed up to $10.96 million each through the Provincial Territorial Component – National Regional Projects for the Boychuk Drive and Highway 16 interchange.
- Through the Clean Water and Wastewater Fund, the Government of Canada contributed $15.8 million and the Government of Saskatchewan contributed. $7.9 million to help the city replace aging water mains, sewer mains and lead service lines.
- The Government of Canada contributed $18.67 million through the Public Transit Infrastructure Fund to help the city replace its aging transit fleet, make shelter and accessibility improvements, complete Bus Rapid Transit design and planning, implement intelligent transportation systems, and complete feasibility studies of rail impacts on transit.



Our Corporate Performance

GROWING IN A SUSTAINABLE WAY

View online at saskatoon.ca/environment

A variety of programs and initiatives including recycling, composting, hazardous waste collection, and reuse of gently-used items help to divert waste from the Saskatoon landfill. This led to the diversion of 32,000 tonnes of waste from the landfill and greenhouse gas emission reductions of approximately 49,452 tonnes CO_2e – equivalent to taking 10,198 cars off Saskatoon roads.

RECYCLABLES DIVERTED

Total: 27,864 tonnes, rate of 21.8% in 2016

	% 2016	tonnes
Compost Depots	**8.7**	**11,209**
Green Cart Program	**1.9**	**2,470**
Curbside Residential Recycling	**7.6**	**9,767**
Multi-Unit Residential Recycling	**1.4**	**1,831**
Recycling Depots	**1.3**	**1,721**
Recyclables from Landfill	**0.5**	**627**
Charity Bins	**0.1**	**130**
Household Hazardous Waste	**0.08**	**101**
Public Space Recycling	**0.004**	**5**

Diversion total tonnes of waste from landfill:	**32,000 tonnes**
Greenhouse Gas emissions reduced:	**49,452 tonnes CO_2e**
Equivalent to # of cars taken off road:	**10,198**

Green Coffee

Staff at Civic Square East have introduced an eco-friendly office service that delivers fresh, great-tasting, bean-to-cup espresso-based coffee on site at the push of a button without the waste and packaging associated with other brewing methods. Using Saskatoon-based Generation Java has prevented thousands of plastic pre-ground coffee pods, cups and milk creamers from being used and dumped in the landfill. Many pounds of used coffee grounds have also greened gardens and flower pots when they have been reused as compost and in Green Bins.

Recycled Cycles

Bridge City Bicycle Co-op is partnering with the city to divert about 2,000 bicycles from the landfill each year. While many bikes are too far gone to save, some have recoverable parts and others can be put back on the road with a little love and care. This initiative will be evaluated after one year with the goal of transitioning to the city's largest waste diversion project, Recovery Park, scheduled to be implemented at the landfill by 2018.

Making the Most of Compost

Public events generate a lot of waste, and the 42nd Annual Civic Pancake Breakfast was no exception. While raising money for the Saskatoon and Area United Way, guests generated only 1.6 kilograms



of waste. How? By concentrating on compostables: dishes, paper table covers, natural latex balloons, napkins, wooden stir sticks coffee filters and coffee grounds – 130 kilograms in all. All cardboard boxes, juice boxes, coffee cream cartons, plastic jugs and whipped cream containers went into the recycling blue bins.

Anybody Need One Of These?



Haven't used it in years? Don't need it, don't want it? Maybe someone else does. At a Curbside Swap, you place unwanted items in good condition on your own property, near the curb or sidewalk, and clearly mark them as "FREE" for anyone to pick-up. You can also search for free items for your own household! At the end of your Swap day, return your unclaimed items to your home along with your newfound treasures.

Giving used items a new home keeps them out of our landfill and swapping helps to build a sense of community.

Organics Programs

City organics programs include the Green Cart Food & Yard Waste collection program, the Compost Depots, the Christmas Tree Drop-Off program and various home composting initiatives.

The Green Cart program is a seasonal, optional, subscription-based program for residents. It diverted about 2,500 tonnes of material such as grass clippings and food waste from the landfill in 2016, reducing greenhouse gas emissions by about 580 tonnes through composting.

Green Cart subscriptions reached an all-time high of 6,300 in 2016 – about nine per cent of eligible households. The compost depots and Green Cart collection programs contributed 42 per cent and nine per cent, respectively, to the total waste diversion achieved through city programs in 2016.

Energy-efficient Street and Park Lighting

Opportunities to upgrade street and park lighting to use LED (light emitting diode) solutions were investigated as part of the commitment to reduce greenhouse gas emissions by 30 per cent from 2006 levels. A completed report will be provided to City Council providing information for phased implementation of LED street lighting.

Exploring Green Energy Generation

Saskatoon Light & Power continues to explore options for new green energy generation projects. It entered an agreement with SES Solar Cooperative to construct a Solar PV Power Demonstration project. The project is fully operational, with a public launch planned for spring 2017. The city continued to explore a partnership opportunity to develop a hydropower station at the weir.

Energy Performance Contracting (EPC)

A Request for Proposals (RFP) was released to three shortlisted Energy Service Companies using a unique RFP process that required proponents to complete an energy and water audit at the Shaw Centre to better understand the methodology and quality of work of the proponents. Currently, 20 buildings are included in the EPC contract with the possibility of adding more. Achieving a 20% increase in building efficiencies in the proposed 20 buildings will reduce 4,600 tonnes of greenhouse gas emissions annually, which roughly equates to removing 970 vehicles from roadways.

Our Corporate Performance

GROWING IN A SUSTAINABLE WAY

View online at saskatoon.ca/environment

Recovery Park

Recovery Park provides an opportunity to integrate waste diversion and landfill management programs in a single site. An improved service would be provided to citizens, and long-term waste diversion objectives and ongoing regulatory requirements would be supported. An integrated approach to waste and recycling management at Recovery Park could be expected to divert an additional 5,000 tonnes from the landfill each year through new diversion programs like Construction and Demolition and improved service to existing programs like Household Hazardous Waste. If 5,000 tonnes are diverted from the landfill, it could reduce up to 1,150 tonnes of greenhouse gas emissions annually.

Heavy Grit Facility (HGF) Operation

The Wastewater Treatment Plant took over operation of the HGF from the landfill, improving customer service by providing a one-stop facility for liquid and solid wastes and reducing the impact on the landfill by consistently providing dewatered solids that can be used for Landfill cover.

Recycling Batteries, Toner and Computer Equipment

The city uses thousands of small dry cell batteries each year. Inventory and Asset Recovery collects these batteries and recycles them through a local company at no charge. During 2016, 1,019 pounds of batteries were recycled.

Toner cartridges used in the city's photocopiers are collected and recycled through a local company at no charge. During 2016, 940 cartridges were recycled.

Used computer and electronic equipment is recycled through the Electronic Products Recycling Association at no charge. During 2016, 21 pallets of material were shipped.

Boulevard Gardening

The City of Saskatoon launched the Boulevard Gardening and Maintenance Guidelines for residents. The document provides guidance for residents on gardening on front and side boulevards adjacent to their homes. Boulevard gardens can create beautiful and diverse streetscapes, add character to neighbourhoods, and increase feelings of community pride and safety. They also increase ecological diversity and create habitat for insects and birds. A total of 30 households completed the city's Boulevard Garden Agreement within the first year.

Student Action for a Sustainable Future

Each year, the Student Action for a Sustainable Future (SASF) program engages about 12 Grade 5 to 8 classrooms (over 300 students) in action and inquiry projects in the areas of waste, water, energy, food, biodiversity and transportation. The program leads to measurable environmental benefits and greenhouse gas reductions.

During the 2015-16 school year, SASF projects led to the following annual savings: 32,500 kWh in electricity savings, 150 m^3 of water savings, 1,800 L of fuel savings, 7,300 kilograms of waste reductions and 40 tonnes CO_2e (greenhouse gas emissions) reductions.

Yellow Fish Road™ Program

The city partnered with the Meewasin Valley Authority and Partners for the Saskatchewan River Basin to deliver the Yellow Fish Road™ program in Saskatoon. This national education initiative was created by Trout Unlimited Canada and educates the public about the impacts of pollution entering storm drains. The target audience for the program is youth ages five to 18.

Program materials were distributed to the Greater Saskatoon Catholic and Saskatoon Public School Systems, and Community Associations. Key messages

were about keeping pollutants out of storm water and our river. Materials were distributed to 13 school groups and 430 students and teachers. Yellow fish stencils were painted on 379 catch basins in nine neighbourhoods and 1,750 door hangers were distributed during painting events.

Lined Lead Cell Decommissioning and Haul Road Construction

Due to the compromise of the cell, the subsequent potential of offsite environmental impact, and the inability of placing waste above the cell, the landfill lined lead cell that contained lead and PAH contaminated soil was decommissioned and remediated. Implementing risk management principles, the impacted material was repurposed and beneficially reused onsite as a building material for a long-term landfill access and haul road. The project has reclaimed approximately three years of landfill life, eliminated the contamination liability of the impacted soil, and completed a section of the long-term access and haul road that was not currently funded. Approximately $2.5 million and 12 tonnes of CO_2e were saved by reusing the material onsite as opposed to trucking hundreds of heavy truck trips to distant disposal facilities.

FURTHER 2016 HIGHLIGHTS

- **Green Bin Subscriptions:** In 2016, the number of Green Cart subscribers reached an all-time high of 6,300.

- Through a **waste characterization study conducted in 2016** that sampled waste from family households, commercial sector, and construction, it was determined that between 56%-77% of waste has the potential to be diverted from the landfill. The study was compared with results from 2014 to monitor performance, and identify opportunities for additional programs.

- **Recycling Program Customer Service Resident inquiries** regarding the curbside residential recycling program continues to be low at an average of 241 inquiries per month, which is down from an average of 323 inquiries per month in 2015.

- In 2016, **130 tonnes of material were collected at charity bins** located at the city-run recycle depots. In 2016, the charities were Canadian Diabetes, Community Living, and Salvation Army.

To read about more E&CI initiatives toward the city's environmental leadership goals, go to **saskatoon.ca/environment**.

SOCIAL MEDIA KUDOS

Thanks to the @cityofsaskatoon crews that spent the whole long weekend fixing the water supply to our street. Much appreciated! @DrChrisLuby

Thanks to @cityofsaskatoon @broadwayyxe@NutanaCommunity for the fresh pavement - great canvas for art @group2arch @troysmitharch

Clarence Downey Oval is an awesome venue! Great ice @cityofsaskatoon ... it's like glass! @blondebullet12

Building & safety training a must to buy land. You got this one right @cityofsaskatoon! @Chris_Guerette

@cityofsaskatoon One of your lifeguards @lawson Civic Centre just earned their Christmas bonus after jumping in to help a child in distress. @MCraigGlobal

It's official since we now have our own sign! Thank you CHEP and @cityofsaskatoon and @TDFEF Seed by seed, we can change our community. @ufcw1400women

There's a city crew fixing street lights on my street at 10:30 PM in -25 weather. That takes grit & dedication. Well done @cityofsaskatoon @HarleyRivet

Why did I not know that @cityofsaskatoon has AMAZING running trails along the river? Celebrating w/beverage. @brucesellery

Love all the new bike parking on 21st street! Made from old parking meter posts. Thanks @cityofsaskatoon @lauchuenyee @VReaney

Took a ride on @stoontransit this morning. Made it downtown in about the same time it takes to drive, so that's cool. #yxe @alexgoesaway

Freedom! Loving the speedy morning commute safely to the side of 4th Ave traffic! I love it. I've altered my commute by a block to enjoy this beautiful bicycle freeway! #yxebike #yxe @cityofsaskatoon @_JustinFisher_

Yo @cityofsaskatoon, Kudos on getting the nets up on the tennis courts early. There was a lineup of players at Ashworth today. Also, the court had been cleaned and swept. Everyone was thrilled. @JordonCooper

Really appreciate the new towing policy after the signs go out to clean the streets. Usually one side gets done and the others don't because of the rentals across the street and they don't care, so finally the city comes in, puts up signs about cleaning, and when these people don't move they got towed and we finally get our streets cleaned. Great job I have to say to the city workers.

Saskatoon is a great place to live, where sustainable growth enables the community to invest for the benefit of all.

OUR VISION

In 2030, Saskatoon is a world class city with a proud history of self-reliance, innovation, stewardship, and cultural diversity. Saskatoon is known globally as a sustainable city loved for its community spirit, robust economy, cultural experiences, environmental health, safety, and physical beauty. All citizens enjoy a range of opportunities for living, working, learning, and playing. Saskatoon continues to grow and prosper, working with its partners and neighbours for the benefit of all.

OUR MISSION

Our Corporation, the City of Saskatoon, exists to provide excellent local government through leadership, teamwork, partnership and dedication to the community.

We will be innovative and creative in the efficient and effective delivery of public services for the economic, environmental, social and cultural well-being of the community.

OUR CORPORATE VALUES

Our Strategic Goals will be achieved through the talent, creativity, and commitment of staff who demonstrate our five workplace values every day:

Trust | Integrity | Respect | Honesty | Courage

OUR LEADERSHIP COMMITMENTS

Our leadership commitments are another critical ingredient for the City of Saskatoon to accomplish the vision and mission. We value and need people who demonstrate our four leadership commitments throughout their daily activities and in a manner that helps to achieve the Strategic Goals:

- Reliable and Responsive Service
- Strong Management and Fiscal Responsibility
- Effective Communication, Openness and Accountability
- Innovation and Creativity

7

STRATEGIC GOALS

Quick Reference Guide

City of Saskatoon

SASKATOON.CA

Proposed Amendments to Bylaw No. 7531, The Saskatoon Board of Police Commissioners Bylaw

Recommendation
That City Council consider Bylaw No. 9460, *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2017.*

Topic and Purpose

This report provides City Council with Bylaw No. 9460, *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2017.* If passed, this Bylaw would implement City Council's decision to amend *The Saskatoon Board of Police Commissioners Bylaw* to add two additional members-at-large to the composition of the Board beginning January 1, 2018.

Report

At its meeting held on March 27, 2017, City Council adopted the recommendation of the Governance and Priorities Committee that two additional members-at-large be added to the composition of the Board of Police Commissioners beginning January 1, 2018, and that the City Solicitor prepare the necessary amendments to *The Saskatoon Board of Police Commissioners Bylaw*.

In accordance with City Council's instructions, we are pleased to submit Bylaw No. 9460, *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2017*, for City Council's consideration. The amendments carry out City Council's instructions to add two members-at-large to the Saskatoon Board of Police Commissioners. Also, the amendments clarify that a quorum for a Board of Police Commissioners' meeting is three - with at least one Board member in attendance being a member of City Council and at least one being a member-at-large.

Attachment

1. Proposed Bylaw No. 9460, *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2017*

Report Approval

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

Admin Report – Membership – Board of Police
102-0460

ROUTING: City Solicitor – City Council
August 28, 2017 – File No. CK 175-23
Page **1** of **1**

DELEGATION: P. Warwick

cc: His Worship the Mayor, City Manager, Chief of Police, Secretary, Board of Police Commissioners

BYLAW NO. 9460

The Saskatoon Board of Police Commissioners Amendment Bylaw, 2017

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2017.*

Purpose

2. The purpose of this Bylaw is to amend *The Saskatoon Board of Police Commissioners Bylaw* to add two additional members-at-large to the composition of the Board.

Bylaw No. 7531 Amended

3. *The Saskatoon Board of Police Commissioners Bylaw* is amended in the manner set forth in this Bylaw.

Section 6 Amended

4. Section 6 is amended by:

   (a) striking out “five” and substituting “seven”; and

   (b) striking out “two” in clause (c) and substituting “four”.

Section 10 Amended

5. Subsection 10(1) is amended by adding ", at least one of which must be a member of City Council and at least one of which must be a member-at-large," after "members".

Coming into Force

6. This Bylaw comes into force on January 1, 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.

Mayor

City Clerk

Provincial Disaster Assistance Program

Recommendation
That The City of Saskatoon apply to the Ministry of Government Relations of the Province of Saskatchewan to be designated as an Eligible Assistance Area under the Provincial Disaster Assistance Program as a result of damages caused by excessive rain which occurred on August 8, 2017.

Topic and Purpose

To have City Council submit a Request for Designation to the Province to designate The City of Saskatoon as an Eligible Assistance Area.

Report

The City has been made aware that several private property owners have experienced property damage as a result of flooding caused by excessive amounts of rain resulting from a rainfall which occurred on August 8, 2017. To date, the City Solicitor's Office has received 13 calls or contacts. Also, both the Saskatoon Water and Public Works Divisions have received calls from residents.

The Province of Saskatchewan has a Provincial Disaster Assistance Program which covers uninsurable damage to individual properties caused by severe weather events. It is the Administration's understanding that damage caused by excessive amounts of rain would qualify. The minimum criterion for a declaration is one claim of $5,000 or several smaller claims totalling $25,000. Based on calls received to date, Saskatoon appears to have met the requirements.

In order for private property owners to receive assistance under the Provincial Disaster Assistance Program, City Council must request, by resolution, that The City of Saskatoon be designated an Eligible Assistance Area. Once The City of Saskatoon is designated, the Province of Saskatchewan will arrange for the claims to be adjusted and make payments where appropriate. The required application forms will be available at the City Solicitor's Office, and will be made available on the City's webpage.

Report Approval

Written by: Blair P. Bleakney, Solicitor, Director of Corporate Law
Approved by: Patricia Warwick, City Solicitor

Admin Report – Provincial Disaster.docx
158-0593-bpb-1.docx